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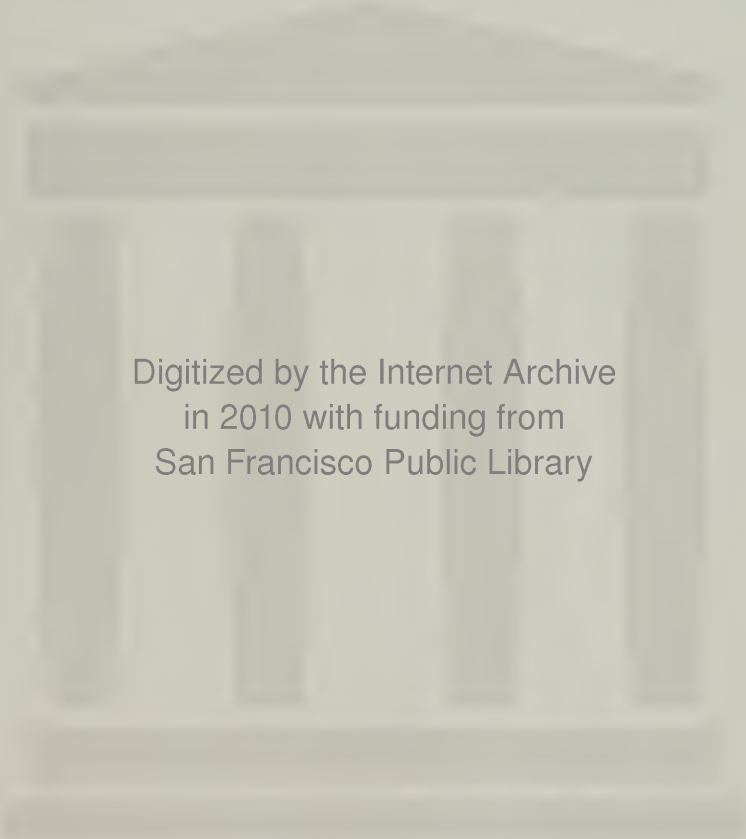
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GRAND JURY

1951

EUGENE J. CORBETT
FOREMAN

ALLAN R. THOMPSON
SECRETARY

GEORGE ALVERS

DAN E. LONDON

ANDREW M. BARTELME

P. TREMAIN LOUD

LEO M. BIANCO

STEPHEN MALATESTA

RAY U. BROUILLET

JAMES E. MURPHY

JAMES CUMMINS

JOHN T. REGAN

JAMES G. B. DE MARTINI

MICHAEL J. RIORDAN

EDWARD J. DOHERTY

DR. HAROLD P. SCHULZ

HECTOR J. FACCIOLA

CLARENCE J. WALSH

CORDULUS H. HOFFMEYER

DAVID F. SUPPLE
CONSULTANT - STATISTICIAN

AUG 11 1951

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1951

July 3, 1951

Honorable Daniel R. Shoemaker
Presiding Judge of the Superior Court
City Hall, San Francisco, California

Honorable Sir;

In keeping with a policy established by the 1951 Grand Jury we present herewith for your consideration our Second Interim Report.

All the attached committee reports were submitted in writing and read to the Jurors present at a regular meeting. After discussion the committee findings submitted herewith were adopted.

Charitableness as you will observe undoubtedly keynoted some of the reports. This comment is in no way intended to belittle this enviable attribute. It was however pointed out in the Jury session that excessive charitableness can sometimes become a vehicle by which Justice may be thwarted.

To date 42 meetings of the Grand Jury were held. During the first 6 months, 82½% were present at meetings.

Matters submitted by the District Attorneys office took up considerable time at most of these meetings. The Jurors have, to a man been impressed by the manner in which these cases have been presented by the above mentioned office. The personnel appearing for and the cooperation shown by our police department has also been a source of pride to all.

Again on behalf of the entire Jury, I wish to express our appreciation for the opportunity to serve our City and County under your excellent guidance.

Respectfully,

Forenan, Grand Jury, 1951

P.S. My personal debt of gratitude is hereby expressed to you for the privilege of being associated with such a sincere, earnest and conscientious group of public-spirited men.

E.J.C.

INTERIM REPORT / /51

COMMITTEE

#1

MAYOR

JOHN T. REGAN, CHAIRMAN

MICHAEL J. RIORDAN

JAMES E. MURPHY

INTERIM REPORT / /51

COMMITTEE

#2

CHIEF ADMINISTRATIVE OFFICER

HECTOR J. FACCIOLA, CHAIRMAN

CORDULUS H. HOFFMEYER

DAN E. LONDON

INTERIM REPORT / /51

COMMITTEE

#3

CONTROLLER, TREASURER, PURCHASER
RETIREMENT BOARD, FINANCE AND RECORDS,
ART COMMISSION

ANDREW M. BARTELME, CHAIRMAN

LEO M. BIANCO

P. TREMAIN LOUD

CONTROLLERS OFFICE

Your Committee visited the above office on June 23, 1951. Harry D. Ross, the controller was on leave, and Mr. Middlebrook, chief assistant controller was in charge of the office that day. Mr. Middlebrook stated that Mr. Ross welcomed the visit to his office at all times, and he was anxious that the citizens of the city would know the full operations of his office.

Mr. Middlebrook explained many operations of the controllers office to us and conducted us on a tour, explaining some of the different internal workings of their office. We were with Mr. Middlebrook from two until four o'clock in the afternoon, and we were unable to get the full inside of the office, nor did he have enough time to explain the full department to us. He invited us back at any future date we wish to make a call, and he thought that it might be good if we spend a full day in order to have a fuller understanding as possible of the controllers offices.

Mr. Middlebrook stated that they were still checking on the residential status of Municipal Employees and at the present day that forty-seven employees are still under investigation as to their residence out of the city and county of San Francisco. Mr. Middlebrook stated that when this investigation is over, he will give the results of the findings to us.

Respectfully submitted,

Signed - Andrew M. Bartelme,
Chairman

Leo M. Bianco

P. Tremain Loud

INTERIM REPORT / /51

COMMITTEE

#4

ASSESSOR, TAX COLLECTOR, SALES TAX

GEORGE ALVERS, CHAIRMAN

STEPHEN MALATESTA

ANDREW M. BARTELME

July 16, 1951

Eugene J. Corbett
Foreman 1951 Grand Jury

Your committee on the Assessors office met on June 9, 1951 with Assessor Russell L. Wolden, and His assistant, Matthew Carbery.

Mr. Wolden would like to reassess all San Francisco property every fourth year, and all business firms every third year, to keep values current.

In order to do this, he needs additional appraisers and property auditors.

In studying a survey made of the assessors office in 1950, by David E. Lewis, C.P.A. administrative assistant to the mayor, the committee found that said survey recommends an additional increase in personel as follows: 6 land appraisers, 15 building appraisers, and 10 property auditors.

It was also recommended, by the 1950 Grand Jury, that the staff of the assessors office be increased, but so far these recommendations have been shelved by the supervisors.

We, the committee of the 1951 Grand Jury, feel that it is necessary that Mr. Wolden receive this increase in personel.

The Assessors office needs additional space, and the committee realizes that there is need for additional space for most of the departments in City Hall.

We would like to recommend that an annex be built in the assessors office to give him his additional space until some of the departments that are not needed in City Hall are moved to other locations.

We feel that Mr. Wolden is doing a fine job for our city, and the committee wishes to thank Mr. Wolden and Mr. Carbery for their help on cooperating in the investigation at their department.

Respectfully submitted,

Signed - George T. Alvers - CHAIRMAN

Andrew Bartelme

Stephan Malatesta

GTA:JJ

INTERIM REPORT / /51

COMMITTEE

#5

COUNTY CLERK, RECORDER-REGISTRAR

PUBLIC ADMINISTRATOR

RAY U. BROUILLET, CHAIRMAN

GEORGE ALVERS

HECTOR J. FACCIOLA

CITY AND COUNTY OF SAN FRANCISCO
Recorder's Office
167 City Hall

May 24, 1951

Mr. Eugene J. Corbett, Foreman
Grand Jury
City Hall, San Francisco

Dear Mr. Corbett:

Permit me to thank you and the Grand Jury and particularly Mr. Brouillet, Mr. Facciola, and Mr. Alvers, the members of the committee investigating the offices of Recorder and Registrar of Voters, for the very constructive comments made in the office of the Registrar of Voters in connection with our need for adequate facilities for the storage of voting machines.

I feel certain that it was through their efforts that a start has been made in the next budget to build a City-owned warehouse to store properly our voting machines valued at approximately \$2,500,000, and at the same time save a considerable amount which would be paid in rentals and also in the repair and maintenance of our old warehouse building at 18th Street and Treat Avenue.

Sincerely,

Signed - Thos. A. Toomey, Recorder and
Registrar of Voters

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COMMITTEE

#6

DISTRICT ATTORNEY, CITY ATTORNEY,
PUBLIC DEFENDER

JAMES CUMMINS, CHAIRMAN

DAN E. LONDON

CLARENCE J. WALSH

We visited the office of the Public Defender, and have the following report to make:

Your Committee called upon the office of the Public Defender at 550 Montgome Street on Thursday, June 23. We met the Public Defender, Mr. Gerald J. Kenny, and spent some half hour with him going over the duties of his office.

The Public Defender has four assistants who help him with discharging the duties of his office. They represent the indigent persons charged with felonies. During the fiscal year ending June 30, they handle 1900 cases in the Municipal Court and 1100 cases in the Superior Court. The reason for the difference in the amount is that some cases are dismissed in the Municipal Court.

The work in the Public Defender's office with the increase in population, is naturally increasing too, but in talking with the Public Defender, he feels that for the time being at least they will be able to handle the extra work.

In addition to the Municipal and Superior Courts, one deputy is assigned to the Juvenile Court. They also give advice to indigent persons seeking advice in connection with civil matters.

As far as your Committee can see, at this time the Public Defender's office is functioning in an efficient manner.

After the visit with the Public Defender, we were his guests at a luncheon which included one of his deputies, Mr. Abe Dresow, and the Honorable Judge Mathew Brady and several attorneys. This is the first report on this office, and the Public Defender Gerald Kenny says that we are welcome to call on him at any time, and he will always be glad to counsel with us in any matter that we feel pertains to his office.

Respectfully submitted,

Signed - Clarence J. Walsh

Signed - James Cummins

Signed - Dan E. London

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COMMITTEE

#7

SUPERIOR AND MUNICIPAL COURTS,
CIVIL AND CRIMINAL, ADULT PROBATION

CLARENCE J. WALSH, CHAIRMAN

ANDREW W. BARTELME

RAY U. BROUILLET

SUPERIOR AND MUNICIPAL COURTS AND ADULT
PROBATION INTERIM
REPORT

Your Committee on the above-mentioned departments submits the following report:

On Friday, July 6, we visited the Court of our Presiding Judge, The Honorable Daniel R. Shoemaker, and went over briefly with him how the Courts under his jurisdiction were functioning since our last visit. We are pleased to say, in our opinion the Superior Courts, under the guidance of the present Presiding Judge, are doing an outstanding job for the welfare of the citizens of this city.

We make a brief comparison over the period of seven years: During the year 1944, there were 176 Jury Cases and 307 Court Cases. In 1950, there were 505 Jury Cases and 294 Court Cases. In 1951 for the first six months, there were 505 Jury Cases and 615 Court Cases. Judge Shoemaker informed us that he is receiving splendid cooperation from all of the Superior Judges.

We noted in going over the data that was submitted to us, in prior years the month of July was considered a vacation month, and most of the Judges were on vacation at that time, and very few matters were transacted. However, in this year, up to and including Friday, July 6, there has been 14 Jury Cases sent out for trial already. The highest in prior years was 5 Jury Cases for the whole month of July. This is a splendid record, as, of course, there are some Judges on vacation at this time. The Judge feels that he is just doing the job that he is supposed to do, and does not expect any extra glory for it, but, however, your Committee feels that he is doing an outstanding job and highly commends him for it.

We then visited the Presiding Judge of the Municipal Court. The Honorable Carl W. Allen. Like the Superior Court, this Court is also outstanding for the work it has performed for the first 6 months of 1951. I might quote you a few figures and you can draw the comparison: In 1949, at the end of the year, there were 332 more cases remaining on the calendar than were at the start of January, 1949. In 1951, there were 471 less cases remaining on the calendar as of July 8, 1951 than were on the calendar as of January 8, 1951, so you can see that they are cleaning up the calendar in good fashion. Cases filed in March this year are ready for trial now.

In the matter of parking citations, in 1950 there were 7.6 percent of the cases dismissed. In the first 6 months of 1951 there were 2.4 percent of the cases dismissed.

Judge Allen and Judge Shoemaker again also recommended that the Women's Court in the Health Center be discontinued, and that cases that are heard there be transferred to the regular Women's Court in the Hall of Justice, as this is just an unnecessary expense on the tax payers of the city, and your Committee heartily agrees with them and so recommends.

Respectfully submitted,

Signed - Clarence J. Walsh

Signed - A. M. Bartelme

Signed - Ray U. Brouillet

P.S. We did not visit the Adult Probation Officer at this interim report. However, we will call on him on our next report.

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COMMITTEE

#8

POLICE DEPARTMENT, LIQUOR PERMIT,
CORONER

CORDULUS H. HOFFMEYER, CHAIRMAN

P. TREMAIN LOUD

JOHN T. REGAN

TO: THE HONORABLE FOREMAN

1951 GRAND JURY

July 6, 1951

We, your Committee of the Police Department of San Francisco, are pleased to report our findings on our investigation of this important function of our City.

The Police Commission is composed of three men called from the business life of San Francisco. One is an owner of a successful printing company, Washington I. Kohnke; one Executive Vice President of a large and successful cement company, H. C. "Pat" Maginn, and one a broker, J. Warnock Walsh. The personnel of the department consists of highly trained men, and many of them have made the department their career. Many young lawyers are policemen.

The Police Department has for a Chief the most capable man to be found in one Michael Gaffey.

This department is at present under-manned due to the draft which has called quite a number from their ranks.

The Criminal Identification Bureau is a credit to any city of even greater population. Many ideas are similar to the F.B.I. developments for tracing criminals.

We find that a great amount of work is being done in close cooperation with the Federal Government in suppressing the use of narcotics. Five men are permanently assigned to under-cover work.

Traffic has improved greatly under this Commission and the department is progressing as well as can be expected.

A close cooperation between this department and all branches of law enforcement is maintained.

We respectfully submit this for your information.

Signed - A. H. Hoffmeyer, Chairman
Police Committee

Signed - John S. Regan

Signed - P. T. Loud

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COMMITTEE

#9

FIRE DEPARTMENT, ELECTRICITY DEPARTMENT

EDWARD J. DOHERTY, CHAIRMAN

HECTOR J. FACCIOLA

JAMES CUMMINS

SAN FRANCISCO FIRE DEPARTMENT

June 20, 1951

The Committee met with Fire Chief Walsh and the following is our Progress Report on the San Francisco Fire Department.

MANPOWER: Military leaves in the department have increased to 51 and regular vacancies caused by retirements, resignations, deaths etc., to 37, leaving the department short 88 men, but relief from this situation will be available on and after July 1, 1951, when the Charter Amendment, permitting members to be compensated for work on their regular days off, becomes effective.

New Equipment: Since the report of April 3, 1951, the following new equipment has been received by the department:

- 1 C-02 transfer pump
- 1 Set Walkie-Talkies, (Motorola)
- 1 Homelite gasoline pump
- 2 Buick automobiles

Firehouse Construction Program:

Late rains and a shortage of qualified building mechanics have delayed the completion of the new firehouse on 32nd Avenue, between Pacheco and Ortega Streets beyond the expected date in June and the same will not be ready for occupancy before the middle of July, 1951.

Bids for the construction of the proposed new Park-Merced Firehouse have been received and the contract will be awarded as soon as the required authority to commence construction is received from the National Production Authority.

Plans for the proposed new Drill Tower and new quarters for Engine Co. No. 10, Truck Co. No. 7 and Tank Wagon No. 11 at 19th and Folsom Streets are under way and the purchase of a new site for Engine Co. No. 29 at 16th and Vermont Streets is being negotiated by the Director of Property.

The survey of the older firehouses regarding safety against lateral stresses is being conducted by the structural engineering firm of H. C. Vensano and Associates, and a complete report thereon will be forthcoming soon.

Signed - E. J. Doherty

Signed -- Hector J. Facciola

Signed - Jim Cummins

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COMMITTEE

#10

HEALTH DEPARTMENT, HOSPITALS, LAGUNA

HONDA HOME, HASSLER HEALTH FARM

JAMES G. B. DE MARTINI, CHAIRMAN

JAMES E. MURPHY

LEO M. BIANCO

To Eugene Corbett
Grand Jury - 1951

The Health Department Committee of the Grand Jury desires to submit the following report:

On April 30, 1951, your Foreman, Mr. Eugene Corbett, Mr. James Murphy, Mr. Leo Bianco, and I visited Central Emergency Hospital at Civic Center.

We were shown how all calls are received here and sent to other Emergency Hospitals closest to the calls from where ambulances are dispatched to the different parts of San Francisco for the cases.

We were shown how patients are received, recorded and treated. All minor injuries are treated here. The most serious are given emergency treatment and then sent to San Francisco Hospital or to any hospital the patient may desire.

In discussing this subject with some of the medical men of San Francisco, I am informed that this city has one of the finest Emergency Hospital services. In talking to the ambulance drivers at Central Emergency Hospital, they told us they have plans for a new ambulance they would like to introduce which would revolutionize the construction of ambulances and would be much better for patients and drivers. The ambulances are now wired with two-way radios so that they would have constant contact at all times.

In April your Chairman contacted Dr. Geiger to make arrangements for a visit to Hassler Health Home and for a meeting with the employees of Central Office but due to his being absent on sick leave, he thought it best to await his return in September. To this I agree.

DENTAL DIVISION OF THE BUREAU OF CHILD HYGIENE:

This Department is staffed by:

1 Chief Dental Surgeon - Dr. Robert Grosso
10 Dental surgeons and
4 Dental Hygienists

These men are placed in different Health Centers, as follows: 4 Doctors at Health Center Building; 1 at Alemany Health Center; 1 at Mission Health Center; 1 at Chinese Health Center; 1 at Westside Health Center, and 1 at Cooper School. The work performed by the Dental Surgeons at the various Clinics is filling, extractions of deciduous teeth and also permanent teeth. These are all done under local anaesthesia. Where it is found that major treatment is needed, the patients are sent to San Francisco Hospital.

These Doctors also lecture on mouth hygiene with moving pictures and slides.

During the year 1949-50, three thousand eight hundred ninety-seven children were registered at various Clinics and twenty-one thousand seven hundred fifty four visits - sittings - were made during the same period. Extractions: Deciduous and permanent - 4,942. Fillings of all kinds - 12,168. Treatments - 2,284. Only indigent school children are treated; no adults are treated.

We find that this Department is rendering a very fine service.

Respectfully submitted,

Signed - James G. B. De Martini

Signed - Leo M. Bianco

Signed - Jimmy E. Murphy

INTERIM REPORT / /51

COMMITTEE

#11

EDUCATION, SCHOOLS, LIBRARIES

MICHAEL J. RIORDAN, CHAIRMAN

JAMES G. B. DE MARTINI

CORDULUS H. HOFFMEYER

May 11, 1951

Mr. Eugene J. Corbett, Foreman
1951 Grand Jury
City Hall
San Francisco, Calif.

Dear Mr. Foreman:

Your committee on Schools, Education and Libraries met with Dr. Herbert C. Clish, Superintendent of Schools for the San Francisco Unified School District at the office of the Board of Education, 93 Grove Street, San Francisco at the hour of 2:00 pm, Tuesday, May 8, 1951. Present were Michael Riordan, Chairman, James G. B. De Martini, and Cordulus H. Hoffmeyer.

The committee inquired into the operations of the School District in considerable detail and was well pleased with the reports that Dr. Clish was able to render. The committee was particularly impressed with the degree of exactness in which records of expenditures and various other data are kept. The committee believes that the school department is excellently administered. Dr. Clish is an extremely capable administrator and is excellently suited for the position of Superintendent of Schools. His ability to get along with the Board of Education and those in City and State Government with whom it is necessary for him to contact in the fulfillment of his duties, merits the commendation of this committee.

The School District is faced with an acute building problem. This condition has been brought about by the tremendous increase in the numbers of children for whom classrooms must be provided and the increasing costs of construction. The building program which was presented to the voters in 1948 and toward which a bond issue of 48,890,000.00 dollars was voted is now inadequate to build the number of schools advocated at the time the bond issue was voted, due to the unforeseen costs brought about as a result of the war in Korea. The school department is endeavoring to budget its expense so that school facilities will first be provided to meet the urgent requirements of the newly developed areas in the Lakeside-Park Merced districts. Your committee believes that it is unlikely that construction costs will be lower for many years, and that the Board of Education should face this reality and endeavor to secure approval of the voters for the additional financing needed to carry out the building program as originally planned.

Dr. Clish reported that the Board of Education had acquired from the Public Utilities Commission, the square block of property bounded by 13th and 14th Avenues and by Lincoln Way and Irving Street as a location for future use as a Junior High School or a high school as conditions in the future may warrant. Your committee commends the Superintendent and the Board in using such good foresight in acquiring this desirable property.

The committee inquired into the facilities available for the proper care and instruction of handicapped children. Dr. Clish gave a detailed explanation and he presented several facts to show the progress being made with children attending the Sunshine School in the Mission District. In explaining to the committee the facilities available to care for the deaf and hard of hearing children, it is the belief of the superintendent that there is room for much improvement. It is his recommendation that the deaf and hard of hearing children be schooled in a portion of an elementary school where they could mingle with children of normal faculties and thereby grow up without developing a complex which could easily result from the segregation system being used at present. Your committee approves wholeheartedly the recommendations of the Superintendent on this subject, and we urge that he be given support to accomplish this goal at the earliest possible date.

Dr. Clish has made available to the committee and to the Grand Jury as a whole a number of valuable reports from which it is possible to acquire a complete understanding of the workings and problems of the school district.

Signed - Michael Riordan, Chairman

Signed - James G. B. De Martini

Signed - Cordulus H. Hoffmeyer

INTERIM REPORT / /51

COMMITTEE

#12

JUVENILE DEPARTMENT

P. TREMAIN LOUD, CHAIRMAN

JAMES CUMMINS

MICHAEL J. RIORDAN

1951 GRAND JURY

JUVENILE DEPARTMENT COMMITTEE

June 27th, 1951.

SPECIAL REPORT UPON THE HOLTON REPORT TO THE HONORABLE ELMER E. ROBINSON, MAYOR OF SAN FRANCISCO, HONORABLE MILTON D. SAPIRO, JUDGE OF THE JUVENILE COURT, AND THE HONORABLE HUGH K. McKEVITT, CHAIRMAN OF THE JUVENILE PROBATION COMMITTEE.

Gentlemen:

We consider this report a step in the right direction as it affords an opportunity to better understand the entire operation of the Juvenile Department with its many ramifications and subdivisions. We do not concur with all of its provisions and we sincerely urge that our recommendations will be given serious consideration as we believe we are submitting sound reasoning for the future over-all organization and operation of this Department.

For easy interpretation of our thoughts on this report, believe we should follow this report page by page and register our concurrence or objection. On such recommendations of this report we do not concur in, we will state what changes we believe will be best from our point of view.

Page 2. First paragraph, under heading Juvenile Court. We do not concur in that this paragraph places responsibility for the confusion in the execution of executive duties upon the Judge of the Juvenile Department. The confusion arises from the entire present set-up of the department and our recommendations will be submitted later in this report.

We concur in this second paragraph. We do not believe that any person performing any of the duties of the operation of the Juvenile Department should be a member of the Juvenile Probation Committee. We further believe that judgment for the proper place of service for the person referred to in this paragraph should be made by the Juvenile Probation Committee after consultation with the Chief Probation Officer.

Page 2 paragraph 1 under heading of Recommendations. We do not concur - will give reasons in further comments.

Page 3 paragraphs 1, 2, 3 and 4. We concur. Paragraph 5 - we do not concur. Appointment of Juvenile Referee should not be limited to those of only the Social Workers classification. Paragraph 6 - we concur.

Page 3. Juvenile Probation Committee. We do not concur and vigorously opposed these two paragraphs and the recommendations following these paragraphs. We urgently recommend the Juvenile Probation Committee be appointed by the Judges of all of the Superior Courts of the City and County of San Francisco, in co-operation with and in consultation with the Judge of the Juvenile Court. That the Judge of the Juvenile Court appoint such a Committee with administrative powers of a top-level character.

We now want to refer to Page 27. Chart of Proposed Organization - San Francisco Juvenile Court Department. This is an excellent Chart except for its top-level administrative recommendations. We concur in all the balance of it and recommend the use of it, with the following top-level changes:

The Judge of the Juvenile Court continue to be the top of all reorganization and remain as the top officer of the Juvenile Court Department.

That the Probation Committee be appointed with administrative powers, be next in line on top level of authority, directly under the Judge of the Juvenile Court.

That the Chief Juvenile Probation Officer be responsible to the Juvenile Probation Committee for the satisfactory operation of all the divisions as outlined on this Chart. From this point on, we concur with the suggested reorganization Chart and again recommend its adoption with changes as made herewith.

We recommend that all Judges of the Superior Court make nominees to the Juvenile Probation Committee, as it will provide an opportunity to secure men and women who are imbued with the desire to render voluntary services for the proper management of the overall operations of the Juvenile Court Department. That all appointees be made without any political or religious expediency and only upon ability and willingness to render a real and honorable service and with the concurrence of the Judge of the Juvenile Court.

That the members of the Juvenile Probation Committee be appointed for a period of from one to four years and each succeeding appointee be for four years. To insure a carry over on the Committee of experienced members - that the nine members should constitute the Committee and a majority of the Committee be necessary before any action can be taken.

As Judges of the Juvenile Court change from time to time, we further recommend and for this reason that the Juvenile Probation Committee have administrative powers, so that the operation of the Juvenile Court Department and all of its divisions will continue to function smoothly and in an objective manner, irrespective of the changes made in the Judge of the Juvenile Court.

This suggested set-up was contemplated when a change was made in the State laws giving the operation of the Juvenile Court Departments in cities of this second class.

Page 4. All comments and recommendations would be eliminated by following the Chart on page 27 with changes in the Chart as we recommend.

Pages 5, 6, 7, 8 and 9. All comments and recommendations would be eliminated by following the Chart on page 27, with changes in the Chart as recommended.

Page 10. The Judge and the Court. We concur in all these paragraphs, except the last line of the second paragraph, which should read: "although in making such an appointment he would counsel with the "Administrative Probation Committee".

Page 10. Juvenile Probation Committee. We do not concur for previous stated reasons and should be eliminated.

Pages 10 and 11. Chief Juvenile Probation Officer and Staff. Top of page 11 - last sentence. Changed to "The Chief Probation officer is administratively responsible to the Administrative Juvenile Probation Committee."

Balance of pages 11, 12, 13 and top of page 14, are all included in operation as planned in the Chart on page 27 with suggested changes.

Page 14. Volunteer Auxiliary. We concur in the value of this volunteer service and recommend that a great acknowledgment be made of it and encourage them in this work.

Balance of page 14 and page 15. Are all part of operation as provided in Chart on page 27 with suggested changes.

Pages 16 - 7th paragraph. To be changed so that the Judge of the Juvenile Court will appoint the Chief Juvenile Probation Officer and may dismiss him without recourse to a Civil Service hearing, only upon approval and concurrence of the Administrative Juvenile Probation Committee.

Pages 17, 18, 19, 20, 21, 22, 23, 24, 25, and 26. All comments and recommendations that are in agreement with our foregoing recommendations are concurred in and those that are contrary, we do not concur in.

Pages 28, 29, 30, 31, 32, 33, 34, 35 and 36. We concur in all of the comments and recommendations so far as they refer to the organizational Chart on page 27 and not in conflict with our foregoing recommendations.

This is the preliminary report of the Juvenile Committee to be submitted to the Grand Jurors as a body on Monday, July 2nd, 1951 for approval, modification or rejection.

Respectfully submitted,

P. TRIMAIN LOUD, Chairman

James Cummins,

Michael J. Riordan

SECOND QUARTERLY REPORT
1951 GRAND JURY
JUVENILE DEPARTMENT COMMITTEE

P. Tremain Loud - Chairman
Michael J. Riordan
James Cummins

July 2, 1951

On June 15th 1951 - A Luncheon meeting was had with Judge Melton Sapiro, Judge of the Juvenile Court. It was informal in nature and general in discussion, with particular reference to the over-all situation at the Youth Guidance Center. We did not dwell on personalities and gave all of our attention to organizational matters. Grand Jurors present - P. Tremain Loud, Chairman, Michael J. Riordan and James Cummins - together with Judge Sapiro.

On June 26th - A trip was made to the Log Cabin Ranch, a division of the Juvenile Department. There was present on this trip, James Cummins, Clarence J. Walsh and P. Tremain Loud.

Our trip was made without any advance notice of our coming. We just dropped in and was not expected. We arrived just as the luncheon bell was ringing and we first met Asst. Director Walsh. The Director was on a call to La Honda.

After our first introduction we were taken to the Staff's Lodge to freshen up before lunch. At that time Director Chay returned and he greeted us most cordially, casually saying "This must be Grand Jury week!" as the San Mateo County Grand Jury had made a visit the day before.

We were immediately taken into lunch with the boys, introduced to others of the personnel. The lunch was very good. Fine quality of food and well prepared. It was the same as was given the boys and they had all they could eat. The Chairman was asked to say a few words to the boys and he received excellent attention from the boys.

Director Chay asked the boys to mention some of the things they would like to have the Grand Jury do for them. The first and most unanimous was the desire to remove restrictions on smoking. Then Director Chay asked that all boys who smoked to hold their hands. Nearly all did so. He then tried a test on the boys and asked for hands from the boys, who smoked that were forbidden to do so. All these boys in this particular circumstance raised their hands. It was a fine demonstration of honesty and one of complete confidences in Director Chay, knowing that they would not be penalized for telling the truth.

We then proceeded with our inspection of all of the facilities of Log Cabin Ranch. It was most interesting to observe a fire drill. All of boys are given definite stations throughout the grounds and with certain duties to perform. All were at their stations ready to receive orders in less than five minutes from the time the siren sounded. When the all out fire was sounded, they resumed their duties or recreation without any confusion.

The buildings were neat and clean in every respect. While some are in need of repairing of roof leaks and other deficiencies, they were in complete order so far as tidiness was concerned. The kitchen and ice boxes were maintained in a fine sanitary condition. The farm part of the Log Cabin Ranch was most interesting to observe. There is only one paid employee on the farm and he keeps the boys properly instructed to do the milking, the feeding of all animals and to maintain a cleanliness that would pass any inspection. Much is done at the ranch for themselves. The paid employees, together with the help of the boys are responsible for doing much to maintain the buildings, that should be provided for in allowances in the budget.

We were particularly impressed by the character and individuality of the entire staff. Director Chay is undoubtedly the right man in the right place. He is entitled to the commendation of the City and County of San Francisco for the fine manner in which he conducts himself with the boys and with all members of the staff.

His assistant director Mr. Walsh, the school instructors, Mr. Jones' shop for development of mechanical abilities, the farm foreman and all others, represent an outstanding staff. We congratulate all of them for their genuine interest in their work and for the evident cooperation of all of them with Director Chay. The morale is very high..

All of us on this trip are unanimous in the contents of this report and generally want to see that the following recommendations are carried out.

First - We sincerely urge that Director Shay be given full authority to control the boys smoking and he would suggest as follows. For boys under sixteen, no smoking unless the boys parents give written permission. For all of the other boys, about six cigarettes per day - one after each meal, one after each of the two recesses and one before retiring. For those who do not comply with rules, a denial of smoking privileges would be more effective than most any other measure. We concur with Director Chay, that such a plan would help to develop honesty and decrease deceit among the boys.

Second - A bus is badly needed for transportation of the boys from the ranch to places that are open to the boys for entertainment and educational purposes. Now an open truck is used and it is a disgrace upon the City to submit the boys to the elements of all kinds of weather. In the winter or rainy season these boys come home wet and chilled. In some department of the City a bus must be available for use at the Ranch.

Third - Immediate attention should be given to repairing of roofs that leak. There is no economy in permitting this to continue. Depreciation under these conditions are more costly than repairs and upkeep.

Fourth - A concrete corral should be constructed adjoining the cow barn. In the winter the cows sink into mud up to their stomachs. It is poor farming to subject cattle to such treatment. Disease from this situation lowers efficiency of production as well as loss of the cattle from death. Through work done by the ranch boys this past winter, they accomplished for the first time, a winter without the loss of any calves. We would like to ask a question of San Francisco. How can underprivileged boys be taught to live and do right, when all about them they see the neglect of their elders who know better and do nothing about it?

Fifth - The staff house needs attention as to equipment. All furnishings are falling apart and most undesirable for use by men who are rendering an excellent service. This situation does not build up a good morale.

Sixth - There is not a place for storage of anything of any nature. Supplies are placed here and there and when needed it requires a search party to find it. A small portable house could be erected by the staff and boys. It should be provided before another winter season begins.

Seventh - Additional living accommodations should be provided for the staff. Again portable houses could be shipped in and erected by the staff and boys. All that is needed is simple accommodations, nothing elaborate or expensive.

Committee Interim Report
Grand Jury Juvenile Department Committee

Signed - P. Tremain Loud - Chairman

Signed - Clarence J. Walsh - Member

Signed - Michael J. Riordan - Member

INTERIM REPORT / /51

COMMITTEE

#13

PUBLIC UTILITIES

DAN E. LONDON, CHAIRMAN

HAROLD P. SCHULZ

EDWARD J. DOHERTY

HETCH HETCHY INSPECTION TRIP
1951 Grand Jury
June 22-24

The Grand Jury party of 26, including Public Utilities Commission representatives and drivers, left the City Hall at 8:15 A.M. Friday, June 22, 1951, and made their first port of call at the Millbrae Water Purification Laboratories. Here the chief sanitation engineer, Chris Medbery, talked briefly on water sources and means used to protect its purity. Samples of the water and other liquids were passed about in beakers and were carefully inspected. There were no adverse reports.

Second stop was at Alameda Portal, which is the western terminus of the Coast Range Tunnel, where, after restoratives had been again applied, explanations were given of tunnel design and capacity.

After a brief stop at the Sunol Water Temple, the party continued on to Tracy Inn where there were further explanations of Grand Jury designs and capacity. Lunch, too.

Both spirits and the thermometer rose on the ride to Moccasin Creek but after a dip in the pool the party felt equal to dinner in the clubhouse and an inspection of the power generating facilities. Then on to Hetch Hetchy reservoir where all bedded down for the night. Being of investigative mood, several members of the party inspected Cordulus Hoffmeyer's personal baggage and found therein various items of interest which were indicative of his special talent for research.

Saturday the party split, one group taking to a boat for piscatorial pursuits. The remainder took a pleasure ride on the reservoir and in the afternoon hiked, smoked, snoozed and inspected O'Shaughnessy Dam and the 117 billion gallons of water behind it. The triumphant return of the fishing party that evening was marred only by the memories of a landing net that night better have been used as a funnel. The Ike Waltons were Norman Elkington with five, Judge Shoemaker with three and James Murphy with three.

Believe it or not, 14 members of the party attended Mass at Camp Mather and later, Jim De Martini had an opportunity to inspect the camp as part of other Grand Jury duties.

By 10:45, breakfast had been stowed away and the party was off for home, most of them being delivered reasonably safe and sound between 4 and 5 o'clock in the afternoon.

Those who made the trip were Andrew Bartelme, Leo Bianco, Ray Brouillet, Eugene Corbett, James Cummins, James De Martini, Edward Doherty, Cordulus Hoffmeyer, Stephen Malatesta, James Murphy, John Regan, Dr. Harold Schulz and Clarence Walsh of the Grand Jury; Superior Judge Daniel Shoemaker, Norman Elkington, Gene Daly, Les Ryan and Joe Cummins of staff; A. O. Olson, Harry Lloyd and Myles Smith of the PUC as hosts and Dan Coll, Angelo Landi, Bill Mitchell, Bob Johnson and Jack McGee, drivers.

The nose count was larger by four than any previous Grand Jury trip. All hits and runs. No errors.

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COMMITTEE

#14

PUBLIC WORKS

STEPHEN MALATESTA, CHAIRMAN

CORDULUS H. HOFFMEYER

JAMES CUMMINS

Mr. Eugene J. Corbett, Foreman
Grand Jury of 1951
Interim report - April 1st to July 1st, 1951
Committee No. 14
Chairman - Stephen Malatesta
Mr. Cordulus H. Hoffmeyer
Mr. James Cummins

On April 19th inspection trip was made of Broadway Tunnel and Sewer Disposal Plant in North Beach. There were 8 members of the Grand Jury present.

Mr. Duckel, Director)
Mr. Bemis) of the Dept. of Public Works
Mr. Wadsworth)

On April 25th received report of Department of Public Works from Office of the Controller in regards to the revolving fund of \$1,500.00.

May 21st. Progress report from Mr. Duckel, Director of Public Works on the recommendation made by the 1950 Grand Jury.

This report did not believe it necessary to create a 15 man Public Works Committee to survey all projects that involve capital expenditures of the City. Report read to Grand Jury June 4th.

May 24th. Inspection Trip of Diamond Heights and Western Addition Areas, under the Redevelopment Agency of the City and County of San Francisco.

Present, Mr. Corbett and I (2) of Grand Jury
Mr. Lash, Director, Mr. Bullock and Mr. Gilson
of San Francisco Health Department.

Report read to Grand Jury June 4th.

May 24, 1951

Committee #14

1951 Grand Jury

Inspection Trip of Diamond Heights and Western Addition Areas, under the
Redevelopment Agency of the City and County of S.F.

Gentlemen:

An inspection trip of the Diamond Heights and the Western Addition Areas was made on May 23rd. Members of the Grand Jury on the trip were Mr. Corbett and Mr. Malatesta.

Mr. James E. Lash, Director, and Mr. Bullock of the S. F. Health Dept. met us at the Agency office. Mr. Lash outlined the work of the Agency and the location of the two areas to be inspected.

We first went to the Western Addition area where we were met by Mr. Gibson of the S. F. Health Dept. who had made arrangements for us to see one of the substandard buildings occupied by several colored families.

We toured the area and then went to inspect the Diamond Heights Area which is on the southern slope of Twin Peaks.

Because of the steep grades of the gridiron type of streets this area was never fully developed. The plan is to rearrange the streets along contour lines and to preserve the canyon as a park. This area is to be the first one developed and it is anticipated that by Jan. 1952, work will be started.

Mr. Lash was most willing to cooperate and give us all the information. We wish to also thank Mr. Bullock and Mr. Gibson for their help in making the trip most educational as to the conditions in the Western Addition Area.

Submitted by,

Signed - Stephen Malatesta
Chairman Comm. # 14

SUGGESTED REPORT OF THE PUBLIC WORKS COMMITTEE
OF THE 1951 GRAND JURY

We have reviewed the recommendations of the Public Works Committee of the 1950 Grand Jury relative to the establishment of a non-partisan, non-political Committee "to survey all projects that involve capital expenditures of the City, regardless of what department of the City government they are for". (Pages 61 and 62 - 1950 report).

This is proposed to be a Citizen's Committee of not more than 15 people who will review plans and projects before contracts are let or construction started and also approve projects before Bond Issues are submitted to the voters.

This Committee is also to pass on major changes during construction and review purchases for furnishings.

We believe that such a committee is not necessary as nearly all of its functions are now being performed, or could be performed, by existing City Departments and bodies.

The surveying of proposed capital expenditures is a duty of the City Planning Department which department must submit each year to the Mayor, Board of Supervisors and the Controller, its recommendations on a program of capital improvements.

The Board of Supervisors and the Mayor, who are the direct representatives of the citizens, then act on the requests for such funds for Capital Improvements deciding whether the project is a worthy one, whether it can be financed directly from ad-valorem taxes, or if a Bond Issue is necessary.

The proposed committee, in order to properly pass on all plans for projects, must be composed of highly technical trained men. When you consider the many different types of public works performed, it is readily understandable that the department for which the work is being performed is better qualified to make known its need. A partial list of the types of Municipal Public Works designed and constructed by the Department of Public Works is:

- Streets and Highways
- Sewers and Drains
- Sewage Treatment Plants
- Sewage Pumping Stations
- Bridges--both fixed and movable span
- Tunnels
- Viaducts
- High Pressure Fire Main
- Schools
- Libraries
- Fire Houses
- Police Station
- Farmer's Market
- Maintenance Yards
- Hospitals, etc. etc.

To pass on major changes during construction, as suggested, is also not necessary. The Charter requires that should any contract exceed by 10% its original total, then the additional funds required for the same can only be set up by Ordinance of the Board of Supervisors.

It is also mandatory that the Controller certify to the availability of funds before any work which will cost additional money is undertaken.

It is our opinion that there exists in the various City departments, men of great knowledge and skills in their professions who are better able to determine the needs and requirements of their departments than a Citizen's Committee. It must be remembered that all of departmental expenditures are subject to the action of the Mayor and Board of Supervisors.

We do not believe that greater research and investigation should be made before most capital improvements are undertaken. Funds should be provided for the department of Public Works to study and prepare a complete program for each project setting up the requirements and estimated cost of the same. In this department are employed all types of professional engineers and architects and we believe that a proper programming of the work can be accomplished here.

Such a programming is now under way for the San Francisco Fire Dept. A consulting engineer has been employed by the Department of Public Works to undertake a structural survey of all Fire Houses to supplement the report of the National Board of Fire Underwriters. With this information and the Fire Department's requirements, a proper program can be developed and an orderly improvement plan presented.

Generally, the matters which have brought about the former Grand Jury's recommendation for such a committee, were based on projects where a proper program had not been prepared. In one of these, two bond issues were required for a single project, indicating the lack of proper knowledge of its needs and a proper program.

Possibly some type of legislation, requiring that a program be prepared and submitted by this department prior to the consideration of the Board of Supervisors, would in the large correct the condition brought to light by our former Grand Jury.

Further consideration and study will be given to this problem in an effort to recommend steps which will improve project planning.

REDEVELOPMENT AGENCY

of the City and County of San Francisco

512 Golden Gate Avenue, San Francisco 2, California...Telephones: HEEnlock 1-2121

Elmer E. Robinson, Mayor

Prospect 6-2942

Morgan A. Gunst, Chairman

Thor B. Graven, Vice Chairman

J. Joseph Hayes

James E. Stratten

Lawrence Palacios

James E. Lash, Director

Fay N. Cupples, Secretary

April 24, 1951

Mr. Stephen Malatesta

Aetna Casualty and Surety Company

220 Montgomery Street

San Francisco, California

Dear Mr. Malatesta:

I am sending this letter in response to your request for a brief statement about the Redevelopment Agency and the present status of the Agency's program.

This Agency, which is a local public corporation, was set up in business on January 1, 1949. For more than a year and a half we had merely a skeleton staff and consumed an enormous amount of time struggling with a wide variety of administrative, legal, and financial problems which, for purposes of brevity, we can clarify merely as "red tape," without mentioning them further. Suffice it to say we were not idle during this period, but were getting the house in order.

Near the end of September 1950, we received the first allotment of a federal planning advance. With this money we are cooperating with the Department of City Planning to prepare redevelopment project plans for presentation to the Board of Supervisors at the earliest possible time. One project will be in the Diamond Heights Redevelopment Area, which was designated as a redevelopment area by the Board of Supervisors last July. This is a predominantly vacant area lying south of Portola Drive on three hills east of O'Shaughnessy Boulevard and the Glen Canyon. It consists of land which was subdivided many years ago and which has not been developed because of an impossible pattern of mapped streets which have never been installed. Our plan will call for consolidating the ownership temporarily, in order to put in the streets properly and make the land available for the building of approximately 2500 new private homes and rental dwellings. Messrs. Albert Roller and Vernon De Mars, architects, and E. Elmore Hutchison, engineer, have been employed as consultants to do this work.

Our schedule calls for presenting a project plan for this area to the Board of Supervisors in June. Because of the approvals required both locally and in Washington, however, our acquisition of the property will not begin until the early part of 1952.

In the Western Addition Redevelopment Area we hope to present a project plan to the Board of Supervisors in September. It will call for a gradual undertaking to provide a vastly improved traffic pattern and the rebuilding of the area into a wide variety of new housing types, with increased open space and improved community facilities.

For both areas, a comprehensive study of the housing market is being made to determine the types of housing which will best serve San Francisco.

As for the effect of the defense effort, we are following the policy announced by the Federal Government, namely, to continue the preparation of plans, acquisitions, clearing and rebuilding to the extent permissible without competing with the defense effort for critical material and manpower or imposing hardship on people due to the shortage of housing. The job may take longer under today's circumstances; but the more that can be done now, the more rapid will be the progress in the rebuilding of blighted areas in San Francisco at the time when all circumstances become more favorable.

Mr. Stephen Malatesta - Continued - Page #2

We appreciate your interest and will be happy to supply any additional information your members may desire.

Yours very truly,

Signed - James E. Lash
Director

cc - Grand Jury

PUBLIC WORKS COMMITTEE

On April 19th, the following members of the grand jury made an inspection trip to the Broadway Tunnel and the Sewer Disposal Plant in North Beach; Messrs. Bianco, Brouillet, Corbett, DeMartini, Doherty, Hoffmeyer, Malatesta, and Walsh.

Mr. Duckel, Director of Public Works, arranged for the trip. He provided 3 cars to transport our members and also Mr. Bemis and Mr. Wadsworth of his staff.

We were met by members of the Contractor's staff at the Tunnel and shown throughout the workings.

The excavation at both ends of the Tunnel are well along and will be completed in about two months. The completed Tunnel will comprise two separate Bores allowing one way traffic in each. The roadway will be wide enough for two lanes. A sidewalk will also be included.

The Sewage Disposal Plant, costing about 6 and $\frac{1}{2}$ million, will be ready about July of this year. It has a capacity of 55 million gals. a day.

It has the latest safety and automatic controls known. The use of chlorine in the treatment of sewage is carefully controlled against any possible accident. The removal of foreign matter, wood, sand, etc. is done with the minimum of labor as mechanical equipment is used as much as possible.

May I express sincere thanks on behalf of the members present, to Mr. Duckel and his staff for the very friendly and instructive trip.

Signed - Stephen Malatesta
Chairman

INTERIM REPORT / /51

COMMITTEE

#15

SHERIFF, BOARD OF SUPERVISORS

JOHN T. REGAN, CHAIRMAN

EDWARD J. DOHERTY

GEORGE ALVERS

Attention: Mr. Eugene J. Corbett, Foreman

Gentlemen:

The Committee of the Grand Jury appointed to review the affairs of the Board of Supervisors, respectfully presents the following interim report:

ADMINISTRATION AND DECORUM

Upon those occasions during which your committee has had the opportunity to observe the actions and conduct of the board and its committees, it has been demonstrated that, generally, the supervisors transact their business in an efficient and expeditious manner and that the decorum of the members has improved notably. Upon those few occasions where infractions have occurred, it was noticed that the gavel of the president was invoked with dispatch to restore orderly process. A new ordinance on legislative procedure and revised rules of order, both recommended by the present rules committee, have assisted materially in orderly and facile transaction of the board's business.

Generally speaking the members of the board are extremely conscientious and devoted to the functions of their office and spend much more of their time in consideration and discussion of the problems which are theirs for decision than is warranted by the very meager salaries which they receive. It is to be hoped that in the very near future the voters will see fit to approve an increase in the salary authorized for members of the board.

Your Committee observes that the office facilities, both for members of the board and for operations within the clerk's office, are wholly inadequate.

Such office facilities as are provided for the members of the board are neither accessible nor desirable. No adequate provision is made for the reception of citizens who desire to confer and discuss with supervisors matters coming before the board for action. It is to be hoped that some provision may soon be made to provide adequate quarters for the members of the board as well as its staff.

GENERALLY

The board has only recently completed study and approval of the annual budget and through intelligent study and long hours of application to the task was able to forestall an increase in next year's tax rate and to provide a fairly substantial reduction in requested items of appropriation.

Commencing July 2d the board of supervisors will sit, for a period of two weeks, as a county board of equalization during which time they will receive and pass upon applications for adjustments in property evaluations.

These are but a few of the routine operations of the board. The board is confronted with the necessity for conduct of similar required functions throughout the year.

Your committee finds, although presumably the functions of the board are limited to those which are strictly legislative in character, that in practice the board must have a broad knowledge of the administrative functions of the various departments of city government in order, intelligently, to pass upon requests for appropriations and other legislation necessary to effectuate administrative recommendations.

All of these operations of the board appears to execute with creditability.

CLERK'S OFFICE GENERALLY

The operations of the clerk's office appear to have improved over past years. It would seem that there is still opportunity for betterment in the maintenance of documents and records and this objective, your committee is informed, is presently being sought.

There is room for justifiable criticism of the state of our municipal laws many of which appear to be ambiguous and most of which are difficult, with certainty, of finding. Correction of this situation would prove of benefit to the citizens generally and particularly to the members of the legal profession.

It is to be hoped that arrangements may soon be consummated such as will result in the production of an intelligent and comprehensive statement of the local law.

Your Committee will continue its observation and investigation and will make further report at a subsequent date.

Respectfully,

Signed - John T. Regan

Signed - E. J. Doherty

Signed - George H. Alvers

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COMMITTEE

#16

CIVIL SERVICE, CITY PLANNING, WELFARE
BOARD, LEGION OF HONOR, AND
OTHER COMMISSIONS

LEO M. BIANCO, CHAIRMAN

RAY U. BROUILLET

STEPHEN MALATESTA

Mr. Eugene J. Corbett
Foreman
1951 GRAND JURY

INTERIM REPORT OF COMMITTEE #16 - July 2, 1951

On Friday, March 30th, your committee had its first meeting with the Parking Authority of the City and County of San Francisco. The following members of the Grand Jury were present: Leo M. Bianco, Ray U. Brouillet and James G. B. De Martini. Stephen Malatesta, a member of our committee was unable to attend the meeting.

The Parking Authority was represented by Mr. Vining T. Fisher, general manager, and Thomas J. O'Toole, Secretary. Mr. Fisher explained to our committee the function of the Parking Authority and what projects were under way at the present time.

The Parking Authority was established in October of 1949. Several projects have been approved but it will take some time before these are completed. Extensive time is required for development of a project and even under the most favorable conditions approximately 80 weeks is required from the time studies are first made until parking facilities are placed in operation.

The chairman of your committee attended a meeting of the Parking Authority in regular session on Wednesday, May 9, 1951, as an observer. Future meetings are planned with the Parking Authority and will be the subject of further reports by this committee.

Our committee was unable to have meetings with any of the other departments which are part of our committee, however, all minutes and reports submitted to us by these departments were read, and meetings will be scheduled during the third quarter.

Respectfully submitted

Signed Leo M. Bianco, Chairman

Ray U. Brouillet

Stephen Malatesta

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COMMITTEE

#17

TRAFFIC

HAROLD P. SCHULZ, CHAIRMAN

JOHN T. REGAN

CORDULUS H. HOFFMEYER

This Committee met with the Director of Traffic, Captain Jack Ecker on several occasions, and find his department working very efficiently under his able leadership, despite the poor working quarters, which were mentioned in our last report.

The Traffic Bureau has many problems, and these have been explained to this Committee, who in turn have given a great deal of thought to these perplexing traffic problems affecting the City and County of San Francisco.

It has been our endeavor to accomplish something of a constructive nature, which we hope, will be helpful to both the motorist and the law enforcement agency.

One of the major problems of the Traffic Bureau seems to be parking violation fines:

PARKING VIOLATION FINES

The subject of parking violation fines seems to have caused some controversy among the citizenry, but in our opinion, some of the fines imposed for parking violations, border on the ridiculous. For instance, a motorist may be fined \$2.00 for overparking in a metered zone, previously having put in a nickel for an hour. A motorist adjacent to him, parks overtime in an unmetered zone, and he is fined but one dollar. This in our opinion, is the essence of inconsistency. Most of the fines prescribed were put into effect when one dollar was of some consequence. It would seem logical, therefore, since the dollar has depreciated, and since promiscuous parking has become a much greater nuisance in metropolitan areas, that the fines should be increased.

When a motorist is confronted with the alternative of parking at the curb where he may be subject to fine, or to park his car in a public garage, he might speculate that, first, he has a very good chance of not being tagged by the police officer, who missed him on his last round, and if he is caught, he is risking the difference between a dollar and 75 cents parking charge. So his decision is obvious -- he parks at the curb.

Listed below are the fines of various cities for sundry violations.

CITY	FINE FOR DOUBLE PARKING <u>VIOLATION</u>	FINE FOR BUS ZONE <u>VIOLATION</u>	FINE FOR YELLOW ZONE <u>VIOLATION</u>
Los Angeles	\$ 10.00	\$ 5.00	\$ 2.00
Pasadena	10.00	5.00	2.00
Maywood	5.00	5.00	No ordinance
Bell	5.00	3.00	3.00
Portland, Ore.	5.00	5.00	5.00
Seattle, Wash.	5.00	5.00	2.00
San Francisco	1.00	2.00	2.00

It can readily be seen from comparison of fines that San Francisco is ridiculously low. We think this is indicated by the fact that we have between 65 and 70 thousand citations issued every month for parking violations. It is therefore obvious that the fine, being so inconsequential, is not a deterrent in the least. Therefore we recommend and suggest that the minimum fine be \$5.00 for double parking, parking in a bus zone, and for unauthorized vehicles to park in a yellow zone.

TOW-AWAYS

This is no doubt one of the most controversial traffic subjects. The mere fact that some of our newspapers have criticized this practice editorially, does not, in our opinion, necessarily mean that the Tow-Away system is not feasible. Its greatest factor has been to stifle bottlenecks at peak periods. Studies disclose that the Tow-Away has assisted the every-day motorist a great deal more than it has hampered him.

The salient fact that the California Legislature recently amended the Vehicle Code, enabling local authorities to pass ordinances to tow-away automobiles from restricted areas, we believe, is the most advanced argument in favor of the Tow-Away system.

ONE-WAY STREETS

Every reputable source is practically 100 per-cent in agreement that the One-Way Streets have (1) Speeded up traffic to an amazing degree; (2) Curtailed accidents; (3) Eliminated bottlenecks.

Admittedly, there are a considerable number of details that must be adjusted before the plan can be totally adopted, such as rearrangement of trolley wires, removal of conflicting signs and the installation of necessary signs.

Considerable progress has now been made in the addition of 23 more streets to be restricted to one-way traffic. It has passed all opposition and has been so legislated by the Board of Supervisors. This project awaits but the consummation of the above details before going into effect.

It is the unanimous opinion of this committee that the above findings, arrived at after a careful research, are conducive to the best interests of the motorists and should be given the full unqualified support of this body.

Respectfully submitted,
Grand Jury Traffic Committee

Gairman: Harold P. Schulz
Cordulus Hoffmeyer
John T. Regan

Signed - Harold P. Schulz

Signed - John T. Regan

Signed - C. H. Hoffmeyer

INTERIM REPORT / /51

COMMITTEE

#18

PARKS AND RECREATION DEPARTMENT,
REAL ESTATE, WEIGHTS AND MEASURES

JAMES E. MURPHY, CHAIRMAN

CLARENCE J. WALSH

JAMES G. B. DE MARTINI

SECOND QUARTERLY REPORT OF THE GRAND JURY COMMITTEE
ON PARKS AND RECREATION

ATTENTION: Mr. Eugene Corbett, Foreman

On June 24, 1951, your Committee, in conjunction with the Hetch Hetchy Inspection Trip, visited Camp Mather, the Summer Camp operated by the San Francisco Park & Recreation Commission.

In addition to Messrs. DeMartini and Walsh of the Committee, your Chairman was accompanied by Mr. John Cummings, Clerk of the Superior Court and Mr. Norman A. Center, Manager of the Camp. Following religious services, a complete tour of the cabins, eating and recreational facilities was made.

Your Committee revisited the newly renovated cabins that were unoccupied, as well as some of the old type which your Committee found were badly in need of repairs. The grounds were carefully inspected for sanitation, health, as well as fire precautions, and your Committee found that there was definitely much room for improvement in these matters. The lavatory facilities are unsatisfactory because of the long distances that must be traveled to and from the cabins of the users of Camp Mather.

Although the Camp had been opened only two weeks and Mr. Center informed us that all of the requisitioned help had not arrived at the Camp, we recommended that the leaves and pine needles should be removed from the trails, as well as from in and about the cabin grounds in order to prevent both fires and accidents caused by falls that might occur to people traveling these trails, by slipping on the pine needles.

Mr. Center informed us that he had received additional fire fighting equipment, such as hoses and extinguishers, but at this time, it had not been properly stored; however, he assured us this condition would be corrected in the very near future.

We visited the cafeteria and found the facilities which are open to the users of Camp Mather, as well as the kitchen, ice boxes and dry storage rooms to be in excellent condition.

We also visited the swimming facilities and recreation area, finding them to be in excellent condition as well. However, we ascertained that the Museum and Nature Study accommodations of the Camp had been closed for the lack of proper personnel to conduct this work.

In closing, your Committee wishes to state that it found from its short visit that Camp Mather offers to the working men and women of San Francisco an opportunity for a vacation within reasonable financial limits. Plans are in progress for the facilities to be extended in order to accommodate more users.

Your Committee feels that a more careful study should be made, and that if an opportunity presents itself, we would like another visit to the Camp on an occasion when the committee could spend more time in its efforts.

Respectfully submitted,

G R A N D

J U R Y

1 9 5 1

EUGENE J. CORBETT
Foreman

ALLAN R. THOMPSON
Secretary

ALVERS, GEORGE

HOFFMEYER, CORDULUS H.

BARTELME, ANDREW M.

LONDON, DAN E.

BIANCO, LEO M.

LOUD, P. TREMAIN

BROUILLET, RAY U.

MALATESTA, STEPHEN

CORBETT, EUGENE J.

MURPHY, JAMES E.

CUMMINS, JAMES

REGAN, JOHN T.

DE MARTINI, JAMES G. B.

RIORDAN, MICHAEL J.

DOHERTY, EDWARD J.

SCHULZ, DR. HAROLD P.

FACCIOLA, HECTOR J.

THOMPSON, ALLAN R.

WALSH, CLARENCE J.

Impaneled January 18th, 1951

Discharged January 10th, 1952

David F. Supple,
Consultant-Statistician.

December 20th, 1951.

Honorable Daniel R. Shoemaker,
Presiding Judge of the Superior Court,
City Hall,
San Francisco, California.

Honorable Sir:

We, whose good fortune it was to be chosen by you as members of the 1951 Grand Jury have completed a year of service to the City and County of San Francisco, and upon the completion of our term are thankful for the opportunity given us to serve our community.

The attendance record for the year of approximately eighty-two percent (82%) is evidence of the sincerity on the part of Jurors who functioned throughout the twelve months, staggering vacation periods in order to accomplish same.

All the attached Committee reports were submitted in writing and read to the Jurors present at a regular meeting. After discussion the Committees' findings submitted herewith were adopted.

As evidenced by the attached reports, your expressed pride and confidence in our beloved City and its departments, has been justified.

While it is not the intent of this Grand Jury to imply that the acme of perfection has been attained, we individually and collectively thank God that we have so little to criticize in our City's operations.

During our term, the District Attorney's office brought many cases before us and obtained approximately one hundred and fifty (150) indictments. I am confident that as these cases come before the courts, the actions of your Grand Jury will be justified.

In the handling of these matters your clear-cut instructions at our impanelment proved most valuable.

Briefly our organizational plan for the year was as follows:

1. Careful selection of committees (three each).
2. Careful selection of committee chairmen (18).
3. Familiarizing each committee with recommendations made by corresponding committee of previous year.
4. Filing of quarterly reports by each committee and having same approved by entire body.
5. Copies of said quarterly reports filed with the Presiding Judge on April 2nd, 1951; July 2nd, 1951; October 1st, 1951 and January 2nd, 1952 respectively.
6. Punctuality in starting.
7. Friendly fines for tardiness.
8. Seeking of Divine guidance at all sessions.
9. Complete freedom to criticize one another at meetings.
10. A clear understanding at all times that we are not a judiciary body.
11. All reports referred to either the District Attorney or Grand Jury Statistician whose experience qualifies them as spokesman.

Honorable Daniel R. Shoemaker - cont'd

Dec. 20th, 1951.

The entire Jury wishes to express their appreciation for the opportunity of serving our City and County under your excellent guidance. I also wish to express to you my gratitude for the privilege of being associated with such a sincere, earnest and conscientious group of public spirited men.

Respectfully,

EUGENE J. CORBETT,
Foreman
Grand Jury of 1951.

1. MAYOR.

This Committee has carefully studied the Office of the Mayor.

That study discloses that the duties of Mayor of San Francisco are now almost beyond the capacities of any single individual due, in our opinion, to two factors; first, the continuous demands upon the time and attention of the Mayor in following through on the sweeping program of rehabilitation voted by the people in 1947, and, secondly, demands upon the Mayor for personal appearances, as Chief Executive of this City, at conventions, assemblies and conferences of various kinds, where his presence builds good will -- and thus good business -- for San Francisco, or at local meetings where the prestige of his office can lend impetus to worthwhile community projects.

This Committee offers the highest commendation to Mayor Elmer E. Robinson for unsparingly meeting these demands to an extraordinary degree.

In practical terms, these demands mean a massive volume of mail to be acknowledged, analyzed and acted upon; an almost continuous series of telephone calls, conferences with Commissioners, Department Heads, Citizens' groups and private citizens, quite apart from the occasions demanding the Mayor's presence or time as ceremonial head of this City.

The office itself, trying to keep pace with the volume of work, is operated with efficiency and courtesy, but is, in our judgment, understaffed. The Mayor has spared neither himself nor his staff in the conduct of the office, and, where necessary for the good of San Francisco, has willingly taken on additional burdens.

One example of this is the great deal of time necessarily given by the Mayor and his staff to the arrangements for the Japanese Peace Treaty held in this City in early September. The Mayor himself and his staff were made continuously available to the State Department and the Security Agencies involved in arrangements for the Conference. It will be appreciated, without reciting them herein, how many City departments were involved in those preparations-- and the coordination of them fell upon the Office of the Mayor. The result enhanced the prestige of this City on a world-wide scale, but the fact remains that these onerous duties were willingly assumed by an already overburdened Chief Executive with an undermanned staff.

This Committee has observed also how carefully the Mayor seeks the good will of neighboring counties for San Francisco. He has worked personally and through the Legislative Representative at Sacramento with the Assembly Committee for Reclamation of Tidelands; he has done likewise with the Senate Fact-Finding Committee for a study of the possibility of a Port Authority for the Bay Area and for a Bay Area-wide solution to the problem of a Second Bay Crossing and a pattern for area-wide solution to the problem of a Second Bay Crossing and a pattern for area-wide Rapid Transit. Good relations of this order are vitally necessary to San Francisco, a great service center, serving a vast inland area, and they are a prime consideration in the thinking, planning and operations of the Mayor.

Of considerable interest to this Committee was the close personal attention given by the Mayor to study and review of the Budget submitted to him prior to submission to the Board of Supervisors. The growth of this City is clearly reflected in the budgetary requirements and submissions of the various Departments. The detailed evaluation of items submitted required day and night study by the Mayor personally for a period of several weeks; conferences with each Department concerned, and collateral study of the growing districts affected by the submitted budget. This task of Budget analysis and approval alone has increased impressively and again, it falls upon the Mayor personally. This Committee has found the Mayor to be completely conversant with the detailed functioning and requirements of even those City departments not directly under his administrative jurisdiction.

1. MAYOR. (continued)

It is our observation that Mayor Robinson has maintained an "open door" policy and has made himself and the facilities of his office available to citizens and civic groups -- at their convenience-- for conferences on problems of importance or value to the City. While this adds to the over-all work load of the Office of the Mayor, it makes for a healthy and wholesome sense of actual participation in their government by interested citizens.

Reference is made at this time to prior reports submitted in the years 1948, 1949, and 1950, by like Committees of former Grand Juries.

It is the opinion of this Committee that conference should be had with the Mayor to discuss with him in detail the manner in which the applicable terms of the 1932 Charter affect the work of his office now, when the burdens have so impressively increased. Such conference should be undertaken as a preliminary to whatever desirable policies or action with respect to the current Charter provisions may be indicated.

It is the further opinion of this Committee that the physical lay-out of the Office of the Mayor is not compatible with maximum efficiency.

The staff of the Mayor has been found to be efficient, diligent, courteous and exceptionally capable. But there is, in our judgment, need for further manpower in the Office of the Mayor, if the volume of work is to be handled with due regard to the physical limitations of the persons, including the Mayor, assigned to deal with it.

Mayor Robinson conducts his office with dignity, efficiency and honesty, and is unsparing of himself in discharging the duties of his office.

Respectfully submitted,

JOHN T. REGAN, Chairman,

MICHAEL J. RIORDAN,

JAMES E. MURPHY.

2. CHIEF ADMINISTRATIVE OFFICER.

The Chief Administrative Officer Committee of the 1951 Grand Jury of the City and County of San Francisco submits herewith its final report.

Thomas A. Brooks, Chief Administrative Officer.

Mr. Brooks is a capable and proven executive whose experience in handling the multifarious duties of this office extends over a period of almost ten years. According to the terms of the Charter, the Chief Administrative Officer is responsible for the supervision of ten departments of the City, such as Board of Works, Health, Purchasing, Real Estate, Coroner, Finance and Records and other departments.

The City Charter requires that all business between the Mayor, or Board of Supervisors with the Departments under the Chief Administrative Officer must clear through him. Mr. Brooks is in attendance at all meetings of the Board of Supervisors and many of its committee meetings. He feels that this makes for a better understanding with the Board of Supervisors.

Other duties placed upon Mr. Brooks is membership of the City Planning Commission, Civilian Defense, County Road Commissioner. Under his jurisdiction is the Publicity and Advertising Fund of the City and County of San Francisco. As County Road Commissioner he is responsible to the State of California with regard to expenditures of an accounting for County gasoline tax funds.

Responsibility is also placed upon the Chief Administrative Officer for traffic control coordination. It would appear that if Mr. Brooks is to exercise his authority as to this traffic control, he should be given authority to properly coordinate the various departments which are now charged with traffic control duties. Due to the ever increasing population bringing on increasing duties and responsibilities, your committee recommends that Mr. Brooks' staff of employees be increased sufficiently to relieve him of some of the routine work.

The present staff of employees, of which there are six, are efficient, courteous and intelligently equipped with knowledge and understanding of the various departmental duties.

We wish to thank Mr. Brooks and his fine staff or employees for their cooperation and courtesy.

Respectfully submitted,
HECTOR J. FAGGIOLA, Chairman,
CORDULUS H. HOFFMEYER,
DAN E. LONDON.

3. CONTROLLER, TREASURER, PURCHASER, RETIREMENT BOARD, FINANCE AND RECORDS, ART COMMISSION.

The 1951 Grand Jury Committee under the above named Departments submits the following report:

CONTROLLER:

Harry D. Ross, Controller,
Wren D. Middlebrook, Chief Assistant Controller.

The Controller is the chief accounting officer of the City and County of San Francisco. He has supervision over the accounts of all officers, commissions, boards and employees charged in any manner with the receipt, collection or disbursement of City and County funds. Before the annual budget is submitted to the Mayor, all figures of estimated expenditures and estimated revenues are checked and compiled by his office. The Controller's office makes a complete audit of all City Departments. Copies of the audits are given to the Grand Jury. The Board of Supervisors appoints yearly, a firm of accountants to audit the books and accounts of the Controller. We have been impressed in our visits to the Controller's Department.

TREASURER:

John J. Goodwin, City Treasurer.

This Committee is in agreement with the Treasurer that he is working under a handicap due to the poor condition of the working quarters of the Treasurer's Office. We are in agreement with him that the following improvements should be made.

1. That the entire lighting system be modernized and brought up to the requirements of the office.
2. That soundproofing be installed.
3. That ventilation be improved and a proper ventilating system be placed in the vaults.

PURCHASER:

H. H. Jones, Purchaser.

In our visit with the Purchaser, he stated that the year starting July 1950 and ending June 1951, 51,849 purchases were made, totaling over \$17,000,000. Mr. Jones stated also, with the approval of the Controller, that they were increasing the revolving fund from \$10 to \$25. This increase will cut down the number of orders, saving money for the city, speeding up payments to merchants who otherwise would have to wait thirty days or more for their money.

ART COMMISSION:

Joseph H. Dyer, Secretary

The Art Commissioners are business and professional executives who devote part of their time to community service for the city. They check the plans and designs of all projects for the city, including the School Department. They encourage artists and craftsmen in many fields and sponsor many affairs for the benefit of the city, such as art shows and musical events.

FINANCE AND RECORDS:

Bon G. Kline, Director

Mr. Kline also serves as Executive Secretary to the Chief Administrative Officer, which position incorporates the duties of an administrative assistant and chief deputy.

Mr. Kline states that one of his most serious problems is keeping trained voting machine adjusters. The Registrar's budget provides for four permanent voting machine adjusters, but it is impossible to keep such a crew employed. During the recent election they had only one permanent employee, and he had been employed only since the middle of last July. His employment was to be terminated

3. CONTROLLER, TREASURER, PURCHASER, RETIREMENT BOARD, FINANCE AND RECORDS, ART COMMISSION. (continued).

immediately after the election for physical disability.

Owing to the low pay, the qualifications required and the exacting nature of the work, it has proved impossible to keep capable men. The pay is \$225 to \$285 per month, the same as for typists and general clerks. The work involves moving the 1000 pound machines around, adjusting, maintaining and repairing their intricate mechanism, preparing them for elections, including the placing of ballot strips (where serious errors can be made through carelessness), and taking off or supervising the taking off of the official count of votes after an election. This crew responds to calls from polling places on election day. This is exacting, arduous and responsible work, for which the pay is inadequate. The pay should be substantially increased relative to other positions in the city government.

Satisfactory functioning of the voting machine branch of the Registrar's office now depends almost entirely upon one man, Arthur Kelleher, custodian of voting machines, who has the duty of constantly breaking in new men, teaching them their job and supervising their work. If he should leave the city's service we would be in a bad position for lack of other personnel experienced in taking care of the machines and in conducting elections. Mr. Kline proposed that a new intermediate position be created, senior voting machine adjuster, which would be promotive from voting machine adjuster, the occupant of which would be a working supervisor and deputy custodian. Mr. Kline proposed, and will make such a budget request this year, that this be an additional position, not merely a reclassification of one of the four positions now in the budget, because the increased number of voting machines justifies a total crew of six, and the work done by the additional permanent employee will reduce the amount left to be done by temporary employees during the rush of a pre-election period. The senior adjuster would be in charge of a detached detail, supervise the work during Kelleher's temporary absence, take over during the custodian's vacation and any sick leave, and supervise temporary employees (up to 35 temporaries are employed) during the pre-election and post-election periods. We concur with the above.

RETIREMENT BOARD:

The cash Audit as of October 31, 1951 of the San Francisco Retirement System -- investments on hand (par value) was \$98,329,450. These investments are made in the soundest and safest of securities in the Board's judgment.

The Committee wishes to thank all the above city officials for their courteous cooperation.

Respectfully submitted,

ANDREW M. BARTELME, Chairman,

LEO M. BIANCO,

P. TREMAIN LOUD.

4. ASSESSOR, TAX COLLECTOR, SALES TAX

Assessor's Office

Several informative meetings were held by the Grand Jury Committee with Assessor, Mr. Russell L. Wolden and his exceedingly able executive corps, Mr. Walter Allen, Chief Assistant Assessor, Herman Luft, Chief Building Appraiser, and Mr. William Reed, Chief Land Appraiser.

It was especially interesting to the Committee to learn of the difficult and painstaking processes undertaken by the various department heads and their co-workers in order to properly evaluate all property for the Annual Assessment roll.

The 1951-52 Assessment Roll shows an all-time high of \$1,730,572,685, which represents an increase over the previous year of \$172,658,784. A comparative summary of 1950-51 and 1951-52 is included in this report.

Mr. Wolden is determined, in order to keep values current, to reassess all San Francisco property every fourth year and audit all business firms every third year, but is hampered by a shortage of appraising and auditing personnel. After studying the Mayor's Survey on the Assessor's Office, conducted by Mr. Davis Lewis, then Chief Administrative Assistant to the Mayor, it is recommended by our Committee that this department should be fully staffed to function properly. Definitely needed to bring the maximum revenue to the City's coffers are eleven building appraisers, eleven land appraisers, and six personal property auditors. It is felt further by our Committee that as the Assessor's Office is the largest revenue producing unit in the city, that all necessary and reasonable requests to enhance that revenue should be granted by the Mayor and Board of Supervisors. This was also recommended in the 1950 Grand Jury report.

Mr. Wolden and his staff are to be commended for the wonderful progress being made in the auditing program of business firms, and particularly in the recently developed practice of sending auditors to the out of state home offices of San Francisco branches. Tremendous dividends are being paid through the foresight of Mr. Wolden and his assistants in being the first Assessor's Office in the United States to audit in this manner.

Public utilities companies stand to be relieved of about \$1,000,000 in San Francisco property taxes this year as the result of a new assessment formula.

The tax saving will benefit chiefly the Pacific Gas and Electric Company, the Pacific Telephone and Telegraph Company and the Southern Pacific Company.

The \$1,000,000 in lost tax revenue would have to be made up by other property tax payers here. A similar situation would exist in every other county.

At the root of the snarl is an act passed by the State legislature two years ago and becoming effective this year for the first time.

The act was fought bitterly by Assessor Russell L. Wolden and is still under legal challenge.

It provided for a survey to be made by the state Board of Equalization of current assessments in the various counties, and their relation to the true market values of the properties being taxed.

The act further authorized the State Board to set utilities assessments in accordance with its own survey findings, rather than on the basis claimed by the county assessors.

As a result of this, the State Board has decided that San Francisco property is being assessed at 44 per cent of its true market value, rather than the 50 per cent ration which Wolden says is the real basis here.

4. ASSESSOR, TAX COLLECTOR, SALES TAX (Cont'd)

The State Board's appraisers have accordingly decided that utilities properties here should be taxed on 44 per cent of their worth rather than 50 per cent.

Using the 44 per cent formula, the State appraisers have come up with a figure which Mr. Wolden asserts is \$14,908,340 less than it should be.

A "confidential" valuation of the utilities property in San Francisco by the State appraisers indicated an assessment that is actually \$5,530,320 less than last year's, even though expansion programs have added considerably to the worth of utilities properties here.

The advance "unofficial" assessment in past years has been identical with the "official" one later released by the State Board.

If this new formula must be adopted by Mr. Wolden's office it will result in the loss of more than \$100,000,000 from the entire city assessment roll. This would mean a tremendous increase in the local tax rate.

Mr. Wolden questioned the accuracy of the board's survey which resulted in the 44 per cent assessment figure.

He pointed out that the legislature, under prodding by the counties, had consistently refused to vote special funds for the survey, but that it was carried out anyway, with the limited staff available.

The San Francisco ratio was set after only three appraisers spent three weeks here. It was based on a "sampling" of current assessments and real estate sales, rather than on a thorough search and review.

Mr. Wolden does not believe that the utilities should get a tax reduction at the expense of the small home owner and other property owners. He does not say that they should pay more taxes than anyone else, but that they should pay taxes on the same basis as other taxpayers.

Mr. Wolden charged that the new assessment formula resulted when an outwardly innocuous school bill was virtually kidnapped and amended to include the utilities tax formula.

The bill was originally designed to provide an even basis for distributing State school funds among the counties.

Mr. Wolden estimated the value of utilities properties here at \$248,472,500, about 8 per cent higher than last year.

According to Mr. Wolden, the traditional 50 per cent assessment has been recognized by State courts as "the common practice."

In theory at least, all counties have been basing their assessments on 50 per cent of market value, although it is recognized that in some cases the true ratio is as low as 35 per cent.

The state board survey placed the true assessment rate as follows:

San Mateo	29 per cent	Sacramento	34 per cent
Alameda	37 per cent	San Joaquin	40 per cent
Fresno	44 per cent	Santa Clara	39 per cent
Monterey	39 per cent	Santa Cruz	32 per cent

If the utility assessment formula is applied to properties in those counties, local tax payers there will also have to shoulder a part of the tax burden formerly carried by the utilities under the old assessments.

4. ASSESSOR, TAX COLLECTOR, SALES TAX (Cont'd)

It is the opinion of our Committee that San Francisco is very fortunate in having Mr. Wolden as Assessor, and the smoothness and coordination of the entire office is reflected in the excellent management by the administrative and technical assistants and their staffs. Our thanks to Mr. Wolden and all his associates for their courtesy and help during 1951.

CITY AND COUNTY OF SAN FRANCISCO

ASSESSMENT ROLL - FISCAL YEAR 1951-1952

	<u>Fiscal Year</u> <u>1951-1952</u>	<u>Fiscal Year</u> <u>1950-1951</u>	<u>Increase</u>
Land	356,201,420	350,080,400	6,121,020
Improvements	559,588,370	533,283,370	26,305,000
Tangible Personal Property	<u>254,433,380</u>	<u>223,818,231</u>	<u>30,615,149</u>
Sub-total	1,170,223,170	1,107,182,001	63,041,169
LESS: Veterans' and Welfare Exemptions	<u>48,746,094</u>	<u>45,449,600</u>	<u>3,296,494</u>
	1,121,477,076	1,061,732,401	59,744,675
Solvent Credits	<u>609,095,609</u>	<u>496,181,500</u>	<u>112,914,109</u>
Total	1,730,572,685	1,557,913,901	172,658,784

* * * * *

Tax Collector's Office

Edward F. Bryant, Tax Collector, was visited by the Grand Jury Committee on many occasions during 1951. The committee was always impressed by the magnificent operation of the entire office and staff. This is due solely to the experience of Mr. Bryant, who has been Tax Collector of San Francisco for 36 years, and his competent group of assistants and clerks.

The total amount of money collected by the Tax Collector's Office during the fiscal year of 1950-51, was \$66,500,000. This was an increase of approximately \$8,000,000 over the year of 1949-50.

One of the largest divisions in the Tax Collector's department is the Real Estate Tax Unit. Real Estate tax collected during 1950-51 totaled \$55,700,000, an increase of about \$7,000,000 over 1949-50. This division processed 142,000 tax bills and mailed 60,000 to tax-payers in November. In addition to collecting the Real Estate taxes, an important function of this division is to prepare a delinquent tax roll. There are 45 volumes of property tax rolls which are balanced three times each year and the balance due in each volume is reported to the Controller. This division is under the administration of Mr. Louis Conti, Chief Clerk, who is to be commended for a job well done.

The License Bureau collected \$595,635 during 1950-51, involving the issuance of 71,000 licenses. This department is under the expert leadership of Mrs. Anne McArdle, an extremely capable person.

Doing very important and competent work, a most important department of the Tax Collector's Office, is the Bureau of Delinquent Revenue Collections. This department collected \$4,500,000 during 1950-51, and showed an increase of about \$427,000 over the previous year. Mr. James Graham, Director, is helped by an able group of clerks, and in handling all bad debts and delinquent accounts of all city departments, collected said amount.

4. ASSESSOR, TAX COLLECTOR, SALES TAX (Cont'd)

One of the really fast growing units of the Tax Collector's Office is the Parking Meter Division. As of June 30, 1951, the number of meters in San Francisco has increased in one year from 8,325 to 10,500, with a corresponding 100% increase in revenue. The total collected being \$736,000. San Franciscans are well aware of the relief of parking congestion in crowded business sections of the City since the installation of these meters and should be grateful for the efficient administration of this important department under Mr. James Reinfield Cashier.

The Purchase and Use Division, under Mr. A. J. Batiloro, another of Mr. Brvant's long list of able executives, is doing a fine job. During 1950-51 \$5,000,000 was collected, a slight increase over the previous year. With the growing population and resultant business increase, this department should continue to expand. The receipts of this department are distributed to the Capital Improvement Fund, which makes it important that the collections be high, so that many needed public improvements may be expedited.

There was no auction of tax deeded property held this year.

In August of 1950 a microfilm system was installed, which has greatly increased production and has proved itself very successful.

Respectfully submitted,

GEORGE T. ALVERS, Chairman,
STEPHEN MALATESTA
ANDREW M. BARTELME

5. COUNTY CLERK, RECORDER-REGISTRAR, PUBLIC ADMINISTRATOR.

At the meeting of your Committee with the County Clerk, Mr. Mongan, we were conducted on an inspection tour through the different departments and were advised as to their various activities.

The Committee felt that, at first glance, the department looked a little antiquated in its furniture and other equipment and this impression was fully justified when we saw the valuable records out in open tubs instead of in steel files as they should be. We asked Mr. Mongan how many files were necessary to relieve this situation and he advised us it would require 37 files, which he has applied for in the next budget.

The Committee felt that records so valuable to the community should not be exposed to fire and water which can happen in the best of places and we recommend that this condition be rectified as soon as possible. Any expenditure of this kind would not only increase the efficiency of the office but would also decrease the hazards of fire and water.

No business organization would tolerate a condition of this kind and why should the city of San Francisco allow its records, which are of extreme importance, to be subject to such hazards. Before they decide against this expenditure the Supervisors should see for themselves just what these conditions are.

The Committee was very critical of the License Bureau and how shabby it looked. Here is a place where public relations could begin but the city of San Francisco has failed to do so in this department.

We were then taken to the Department where a photostat machine takes care of all copies of records. The machine was 15 years old and copies one impression per page. The County Clerk wanted to replace this machine with a new one which will copy 9 impressions per page on each side of the duplex paper. This will give 18 impressions per page where they now get two. The new machine would cost \$4,150 which has been applied for by Mr. Mongan. We recommended this wholeheartedly because the cost can be recovered in one year on savings of photostat paper and binding costs.

Considerable headway has been made in this office regarding various recommendations that this committee made as advised by Mr. Mongan at our recent meeting. All of these recommendations were accepted and are now being corrected. Quite a problem existed regarding additional files, and this has been overcome through the suggestions of the Little Hoover Committee who made a very extensive survey of the County Clerks Office. Through their recommendations it was possible to secure storage files very inexpensively at a price of 89¢ apiece, therefore it was possible to take some of the older records and store them in the basement in these files and naturally it made more steel files available. Through the fact that a new law has been passed by the legislature allowing the County Clerk to destroy some of the old records that are not being used, this situation has been helped considerably and will make it possible to cut down the expense in the purchase of additional steel files.

The Marriage License Bureau has been redecorated and looks much better than it did a year ago. We wish that the Park Commission would find some way of sending some of their beautiful flowers to decorate the Marriage License Bureau. This makes for good public relations.

The new photostat machine is now in operation which will increase the output of various legal papers with considerable saving to the city, resulting in better and faster work. This investment will be written off through savings in a year and a half. Mr. Mongan and his staff are constantly trying to find ways and means to increase the efficiency of this office and have done an outstanding job in this work. He has at all times been very co-operative and willing to listen to suggestions so working conditions with the committee have been very satisfactory. We commend him very highly.

5. COUNTY CLERK, RECORDER-REGISTRAR, PUBLIC ADMINISTRATOR. (con't.)

It has never been the intention of the Committee to interest itself in figures as to volume of business done -- only where increases indicate that something must be done to take care of it. This Committee was primarily concerned as to conditions in the department, also to its operation and what could be accomplished in the way of recommendations to improve the service. With the cooperation of Mr. Thomas Toomey, we made a complete survey of all departments in the Recorder's and Registrar's office. He gave us a complete outline of his wants. He was particularly concerned at the time regarding the warehousing of the city's 1,560 voting machines. These machines cost approximately \$1,400 each and represent an investment of over \$2,000,000. We visited the two warehouses where these voting machines are kept and our observations are as follows:

At the present time approximately two-thirds of the machines are housed in a rented warehouse located at 150 Potrero Ave. The City pays a rental of \$900 per month for this location. It is not an ideal location for the storage of this type of equipment. In fact, we were informed that available space for storing machines of the type of voting equipment is extremely limited.

The remaining one-third or approximately 475 machines, costing approximately \$665,000, are stored at a warehouse located at 18th Street and Treat Avenue. This warehouse is owned by the City and is under the jurisdiction of the Department of Finance and Records. The warehouse was originally intended for storing wooden booths, the building having been erected many years ago. The flooring is not suitable for handling of machines and the roof is in very bad condition. During the rainy season it leaks to the extent of possible cause of damage to the voting machines stored there. The building is built on an old creek bed and from settling over the years, the walls are cracked in places over an inch wide. The Bureau of Engineering made a survey of the property recently and recommend the following work to be done:

TOTAL APPROXIMATE ESTIMATE FOR REPAIRS \$35,500.00

Even if the entire job of reconstruction is not undertaken at this time, the repairs to the roof at \$8,000 plus approximately \$5,000 to patch the present floor with some additional work of bracing and reinforcing would require an expenditure of \$16,000 and leave the City with an old building in dangerous condition.

The City needs at the present time about 33,000 square feet to provide storage space and work shop. Your Committee recommended to the Director of Finance and Records, Chief Administrative Officer, Mayor, and Board of Supervisors that an appropriation be made in the next budget to commence the construction of a new fire-proof warehouse on low-priced property, or preferably upon City owned property. Preliminary plans for the construction of such a building were submitted by the City Architect in 1942 and with some small changes to accommodate the number of machines owned by the City today, those plans could be used as a basis for computing the necessary appropriation to commence the construction during the next fiscal year. We further recommended that the program be adopted to complete the warehouse in two annual budgets.

Your Committee recommended that suitable storage space be rented to house the machines now located at the city owned warehouse at 18th and Treat Ave. and that this warehouse be sold and the funds used as part of the construction cost for the new building.

Your Committee is very pleased to report that \$25,000 was included in the budget of the Finance Committee for a new site. Also necessary repairs to the City's own warehouse until a new one can be constructed.

At our last meeting Mr. Toomey advised us that the Finance Committee, through the sale of some city property, has another \$50,000 to be applied on the building cost. The building will be located north of the Psychopathic Hospital on Potrero Avenue instead

5. COUNTY CLERK, RECORDER-REGISTRAR, PUBLIC ADMINISTRATOR. (con't.)

of the new Freeway as reported in the last Interim Report. Plans have been submitted for a \$100,000 warehouse building of a more modern type. These have been approved, so action on the above recommendations can be executed.

We wish to express our thanks for the fine cooperation of Mr. Toomey, he is constantly seeking ways to improve the services in both the Recorder's and Registrar's office. His staff we found are very courteous at all times, and Mr. Toomey has displayed fine leadership in his operations.

PUBLIC ADMINISTRATOR.

Your Committee called on Public Administrator Phil Katz early in the year and had a very interesting meeting with him and his attorney Mr. Boyen.

We were particularly interested in how the Public Administrator's office can carry on so efficiently under the present conditions. Everything seems to be crowded into a few rooms where there is no chance of privacy except in the office of the Public Administrator and his attorney. For example, when the attorney wishes to discuss anything in private, his secretary has to leave the room and sit around until he is finished. This sort of a condition does not lead to efficiency.

In one of the hallways, chairs and other office equipment are piled on top of closets and official records are filed away in a room too small for handling of these records, efficiently. In one instance, a toilet was removed to gain more space.

The Public Administrator's Office as it is today is for a town of 100,000 population and not for a metropolitan town like San Francisco. It appears that in the opinion of the people who are to judge the city's wants or pass on the budget as long as the public offices can get by as they are, what is the use of spending money. It may be this is a good theory in saving money but not in good business practice.

There must be an answer to a condition of this kind but what can be accomplished in changing this condition is something else and probably will go on for many more years to come. If the Administrators of the City Government would take the time to study these things and not think of how much taxes they can save, but what they can do to give better service to the community, there would be more satisfaction all around.

This Committee suggests that a study should be made of the Public Administrator's office to try and find ways and means to relieve the crowded conditions in this office. It seems that this situation has been existing for sometime, and the report of the 1950 Jury makes mention the amount of work that is handled by this office which is steadily increasing, but they made no mention as to how this condition could be corrected. The Public Administrator and his aides are doing a very satisfactory job, but could do a more efficient job if they had adequate quarters. Those who have the say, suggest something should be done about this, but this does not relieve the situation. Possibly the incoming Jury may find an answer to this problem, and they can carry on where we leave off.

We do not want this to be construed as any reflection on this department, as I presume that they are making the best of a bad situation. Possibly if the Little Hoover Commission could investigate this they might work out something satisfactory to all as they have done in other departments.

Respectfully submitted,

RAY U. BROUILLET, Chairman,
GEORGE ALVERS
HECTOR J. FACCIOLA

6. DISTRICT ATTORNEY, CITY ATTORNEY, PUBLIC DEFENDER.

DISTRICT ATTORNEY. This Committee has made a survey and examined the work and functions of the District Attorney's office of the City and County of San Francisco during the past year. The office of the District Attorney now has a staff of approximately fifty six people, and maintains offices at the Hall of Justice, Youth Guidance Center, the Health Center Building, plus the Administrative Building at 550 Montgomery Street. A very capable staff man the respective offices. It is our opinion that the Administrative office at 550 Montgomery Street is grossly inadequate, both in space and accommodation to adequately conduct the business of this high office. We believe that much could be done if additional space were available, which is the same condition that exists in the other offices of the city, that more space should be made available and, preferably, a new building made available to the City and County of San Francisco that would adequately house the overcrowded offices. Important confidential records of current cases, at the present time, are in file cases placed in the foyer and hallway on the eighth floor, which briefly points out the inadequacies of the existing facilities. It is our recommendation that more space be made available. Much of the work of the Attorney's office, in addition to it's prosecuting cases, requires much administrative work.

Of interest, particularly, is the contribution made by the Family Relations Department. Through the medium of this department, many cases are worked out before ever reaching the Courts. With the increased amount of investigative and administrative work to be done by the District Attorney's office, it is our opinion that additional transportation should be furnished that office. We feel that the two automobiles available to the office are not sufficient. Each year the passage of new laws require more work of the District Attorney's office in an investigative nature and, in the interest of economy, we believe that additional transportation should be made available to the office.

We take this opportunity to commend Mr. Thomas Lynch for the able and capable manner in which his office is conducted. We also desire to commend the work of Mr. Norman Elkington, the Assistant District Attorney, for the competent manner in which he has presented cases to the Grand Jury this year, and for the able assistance he renders to Mr. Lynch.

CITY ATTORNEY: We have examined into the affairs of the City Attorney's Office and find the conduct of that office up to its usual high standard. An increased work load is kept up to date in spite of crowded quarters. All calendars are regularly answered "Ready" on behalf of the City and, although most trials consume several days, cases are either tried or settled advantageously at the rate of more than one per business day. In fact this office tries on behalf of the City more than one-third of the total number of jury cases of all kinds tried by all the lawyers in San Francisco in all departments of the Superior Court in San Francisco during the course of a year.

The City Attorney's office carries the legal load for, not only the vast proprietary activities of the City, such as the Municipal Railway, the San Francisco Airport and the San Francisco Water Department, including the Hetch Hetchy development, but for the governmental departments of the municipality as well. That these latter departments are growing is evidenced by the increased number of formal legal opinions, 175 in all, required during the last fiscal year. These are comparable to several volumes of the work of the Appellate Courts. Growth is also evidenced by the increased contract work required of the office.

New departments, particularly the busy Parking Authority and the Community Redevelopment Agency, have likewise added substantially to the City Attorney's responsibilities and to the work load of the office.

Savings for the taxpayers seldom appear on the surface in a legal office. Its performance of its legal duties must be studied.

6. DISTRICT ATTORNEY, CITY ATTORNEY, PUBLIC DEFENDER. (continued).

Such study reveals high efficiency in this regard, however. An instance of this relates to the local purchase and use tax. The lengthy and detailed ordinance providing this tax was drafted by the City Attorney's office at the request of the Board of Supervisors. It was enacted and since that time the proceeds of the tax prescribed by the ordinance have relieved the general tax burden of the City to the extent of nearly five million dollars per year. The ordinance was promptly attacked in the courts. It was defended by the City Attorney's office. The City Attorney won in the Superior Court; the judgment was reversed in the District Court of Appeal and the case was then finally decided by the Supreme Court of California in favor of the City and the ordinance was upheld in one of the most noteworthy decisions of recent years.

The application of the tax to the liquor industry is of particular interest. On account of state control of this industry, failure of the city in this regard was predicted generally through the state. The City Attorney's complete success in this regard in the Supreme Court (Ainsworth v. Bryant, 34 Cal. (2d) 465) was likewise a subject of praise and comment in municipal journals in various parts of the country. It has been estimated that this phase of the tax collection brings about \$400,000 annually into the City treasury.

An excellent record has been made by the City Attorney's office during the past year in the trial or settlement of court actions and claims involving the Department of Public Works. In the 88 cases of this character tried or settled in the last fiscal year, the prayers for damages totaled \$89,754. The City finally paid \$28,337 in disposing of the cases, a total of about 3% of the damages claimed. While the City Attorney's office regards this record as exceptional, its record over the last 27 months has been one of payment of less than 5% of the damages claimed. We regard this as an excellent record of money saved for the City by the City Attorney's office.

The annual report of the City Attorney to the Mayor gives a more complete review of the work of the City Attorney's office than can be given here.

In conclusion, the Committee is impressed with the generally able work of the office of the City Attorney and with one fact in regard to which the Grand Jury may make helpful recommendation. That is the need of the City Attorney's office for additional working space. There should be sufficient private offices with proper light and ventilation. Efficient legal work requires this. Yet in one large room the committee found seven attorneys working, two with semi-private offices separated by partial glass partitions, it is true, but the other five with desks crowded in the one room in the manner used for routine clerical work. Witnesses cannot be interviewed, depositions taken or other legal work properly accomplished under such circumstances. The City Attorney has protested this condition and, in the opinion of this Committee, his protest is entirely meritorious.

PUBLIC DEFENDER. This Committee called on Public Defender, Gerald Kenney, at his headquarters at 550 Montgomery Street. The volume of cases handled is approximately 4500 during the past 12 months. A copy of his report for the fiscal year of 1950 and 1951 is attached hereto, showing the disposition of the cases handled during that period. While there is considerable activity in the office, Mr. Kenney advises that, with the assistance of his four assistants, he is able to take care of the assignments to the Superior and Municipal Courts.

In the opinion of this Committee the functions of the office are running smoothly and no complaints have been received by this Committee from the Judges of the various Courts.

Respectfully submitted,

JAMES CUMMINS, Chairman,
DAN E. LONDON,
CLARENCE J. WALSH.

7. SUPERIOR AND MUNICIPAL COURTS, CIVIL AND CRIMINAL, ADULT PROBATION.

Your Committee on the above mentioned Departments submits the following report thereon:

SUPERIOR COURT. The Superior Court of San Francisco functions with twenty-two judges under the leadership and guidance of a Presiding Judge, elected in December of each year. Honorable Daniel R. Shoemaker has served in this capacity ably and faithfully for the year of 1951.

It has been our privilege to visit with the Presiding Judge and discuss matters concerned with both the Civil and Criminal Departments. We also called upon a few of the other Judges and found them most cooperative, and their courts were justly and expeditiously handled.

The volume of business of the Superior Court continues to maintain a steady climb with the increase of our population. There is, therefore, a definite increase with the number of actions filed in which jury trial is demanded. This greatly increases the amount of work required of the courts. Through the efforts of all the Judges of this court, with the addition of outside Judges furnished by the State Judicial Council, the backlog of jury cases as of January 1, 1951 showed 2,100 cases. This has been reduced to 1,280 cases. The report also shows that the master court calendar is in excellent condition with trial dates held within the last 60 days.

One problem facing the Superior Court is lack of additional space. There is no provision for extra jury deliberating rooms. At present there is only one such room to accommodate the fifteen departments trying civil cases. We have noticed on several occasions that juries have been compelled to remain in their respective courtrooms to deliberate. This is most unsatisfactory. The space set aside for the use of the Superior Court in the City Hall has proven inadequate for the past several years. With the re-allocation and remodelling of a portion of the space formerly used by the Law Library on the 4th floor, made necessary by the creation of an additional department of this court by the 1949 Session of the State Legislature, we now have eighteen courtrooms on this floor. Sometimes when outside judges are sent in to sit pro tempore, it has been necessary on many occasions to use space in the Civic Auditorium for a courtroom and chambers. This is a most unsatisfactory arrangement, entailing much confusion and loss of time in the re-direction of attorneys, litigants, witnesses and jurors from one building to another.

Although new Courts Buildings have been advocated in the past, the thought also has been advanced that the erection of a general office building to house all the administrative departments of the City Government, with the consequent release of adequate space in the present City Hall for the courts and related offices, county clerk, sheriff, law library, etc., would be more desirable. Such an arrangement would doubtless serve to alleviate the crowded conditions now extant and would provide all the necessary space and facilities. However, regardless of which plan is adopted, it is most emphatically urged that steps be taken without further delay to meet this important and undeniable requirement for additional space for our overexpanding courts.

In the Criminal Department at the Hall of Justice presided over by the Honorable William T. Sweigert, and assisted by two other Judges, we found them functioning in a most satisfactory manner. Judge Milton D. Sapiro presides over the Juvenile Court in the Youth Guidance Center, and is doing a splendid job under most trying circumstances.

The business end of the Superior Court is in the hands of Mr. Joseph M. Cummins, who is its Secretary and Jury Commissioner. He has a very efficient office staff as is evidenced in the service rendered to litigants and attorneys. They assist the Presiding Judge

7. SUPERIOR AND MUNICIPAL COURTS, CIVIL AND CRIMINAL,
ADULT PROBATION. (continued)

in bringing court actions to trial, thus reducing the case load in a material way. Also during each year the office staff interviews close to 20,000 citizens eligible for trial jury service.

Your Committee feels that the twenty-two judges of the Superior Court are doing an outstanding job and deserve the highest commendation for their diligent, untiring, ever courteous efforts in rendering justice and equity to all.

MUNICIPAL COURT

The Municipal Court has jurisdiction over law suits up to \$3,000.00. During the year ending October, 1951, there were 18,941 claims filed in the small claims court - criminal, 631,596. This includes traffic misdemeanors and other misdemeanors. Dispositions, preliminary hearings, felonies, 2,116. Traffic misdemeanors, 557,113. Other misdemeanors, 23, 667 for a total of 582,896. There was a total collection of fines and forfeitures of \$1,542,387.71. Each month there is filed with the Board of Supervisors a statistical report as to the number of cases, civil and criminal, filed each month, also the revenue collected through the Court for fees, fines and forfeitures. The greatest part of this has been in the Traffic Department.

Traffic records are now handled in three locations - at the Hall of Justice and at two locations in the City Hall. We recommend consolidation of the Traffic Department. It will be in the interest of convenience to the public and for greater efficiency in staffing and handling the volume of clerical work involved in these Departments.

The Board of Supervisors have appropriated \$200,000.00 for the renovation of the former Juvenile Detention Home on Otis Street. We firmly recommend that this work be started as soon as possible, and that the two traffic courts and all that has to do with traffic matters be handled in this central location.

We further recommend that the Women's Court in the Health Center be discontinued, and that the cases that are heard there be transferred to the regular Women's Court in the Hall of Justice, as the Women's Court in the Health Center was more or less a war emergency court and there is no further need for that emergency in our opinion.

The Municipal Court for the past year has been under the guidance of Judge Carl Allen, who was the presiding Judge, and we find that he and his constituents on the bench are diligent and faithful to their trust, and we commend them for their duty.

ADULT PROBATION DEPARTMENT. The following is a report of the activities of this department for the past fiscal year:

The Adult Probation Department operates under authority of Sec. 1203 of the Penal Code of California, and Sec. 58 of the Charter of the City and County of San Francisco. The department is under control of the Adult Probation Committee appointed by judges of the Superior Court, and is under direct supervision of John D. Kavanaugh, Chief Adult Probation Officer. As shown in the Annual Report, comparisons of work performance during the past five years indicates a constantly rising trend in the activities of the department; this should provide a sound basis to evaluate the needs of the department to function properly in the administration of probation.

Investigation of cases referred from court, and writing reports thereon, as well as supervising persons placed on probation is handled by a staff of fifteen probation officers. Case loads per officer during the year averaged 177 per supervising officer, which is more than twice the capacity of any probation officer for proper work performance and effective supervision, according to nationally recognized standards for such work.

7. SUPERIOR AND MUNICIPAL COURTS, CIVIL AND CRIMINAL,
ADULT PROBATION. (continued).

There were 4,295 investigations last year; this is a large volume of work, and is more than sufficient to keep the present staff busy full time if those investigations are to be thorough and accurate. However, in addition, probation officers are responsible for the supervision of 2,300 probationers at present. With the present investigation load so excessive, the department is not properly staffed to provide adequate or thorough supervision.

Approximately one-half of the investigations handled by the department were pre-sentence investigations. These investigations provide an invaluable fund of information which the courts may draw on to determine whether society and the individual can best be served by the incarceration of the offender or by his release on probation under our supervision. Essentials of the pre-sentence investigation include a thorough check into the prior criminal and social history of the defendant to determine all positive and negative elements of his makeup which might militate for or against his successful rehabilitation on probation. Gathering this information takes time and requires the probation officer's knowledge and the use of many community resources and facilities in addition to personal contacts with the offender, his family and environment.

The Adult Probation Department has operated during the past five years under a low cost budget, which is a serious handicap in performing the necessary work. To effect closer supervision and extend probation services in a growing metropolis of this size, more personnel should be provided. To remedy deficiencies presently existing the probation setup is not only to improve the total community welfare through effective and extended probation services, but in the long run this effects a high saving of public funds.

An important phase of the work is the following statement of moneys collected on court order:

Omitting to provide for minor children and other family support	\$ 99,813.58
Merchants, Hotels and other commercial restitution	52,461.18
Fines and Restitution for benefit of the City and County	<u>83,086.20</u>
	\$ 235,360.00
<u>Cost of supervising an average case load of 2300 probationers per month for the fiscal year ending June 30, 1951:</u>	
Actual Expenditures	98,617.69
Less:	
Fines collected to General Fund	83,086.20
Net cost to City and County	\$ 15,531.49

The aforementioned statement indicates that the department is self-sustaining through the collection of fines. It also shows an additional potential saving for the county by the amount of collections for the support of minor children and indigent parents; since these two groups might easily become public charges if not supported by their legally liable relatives.

The estimated annual earnings of probationers under supervision during the year approximates over \$5,000,000.00. By being free and out of custody, these persons are able to work and maintain themselves and their dependents instead of being a burden on the community.

7. SUPERIOR AND MUNICIPAL COURTS, CIVIL AND CRIMINAL,
ADULT PROBATION. (continued).

The present time alterations are being undertaken which will provide additional space in this department. However, the present office space is very inadequate in area, and to avoid cramping, more office space should be provided.

Your committee feels that Adult Probation Officer John D. Kavanaugh and his staff are doing an outstanding job and we highly commend them.

REPORT FISCAL YEAR 1950-51
SUPERIOR COURT

Cases Handled	1125
Old Cases.	136
New Cases	<u>989</u>
	1125
Cases Closed	1019
Cases Pending	<u>106</u>
	1125
Cases Certified from Municipal Court.	269
Cases Received on Information or Grand Jury Indictment	856
Trials by Jury.	65
Verdict Guilty as charged.	43
Verdict Not Guilty	13
Verdict Guilty Lesser Offense.	2
Disagreed.	3
Disagreed and Dismissed.	<u>4</u>
Trials Jury Waived.	59
Found Guilty as Charged	42
Found Not Guilty	14
Found Guilty Lessor Offense.	2
Dismissal.	<u>1</u>
Sentenced to San Quentin.	250
Sentenced to County Jail.	233
Probation with County Jail Sentence	43
Sentenced to Tehachapi.	5
Sent to State Hospital.	7
Probation without Jail Sentence	42
Probation with Fine	7
Probation with Restitution.	10
Probation Revoked Granted	15
Probation Revoked Denied.	5
Probation Modified.	5
New Trials Denied	3
Reduced to Misdemeanor.	2
Sentence Modified	5
Dismissed	152
Private Counsel	113
Suspended Sentence.	18
Youth Authority	59
Off Calendar.	6
Transferred to Juvenile	1
Certificate Rehabilitation Granted.	5
Verdicts Not Guilty	13
Found Not Guilty.	14
Deceased - Dropped from Calendar.	1
Transferred to Municipal Court.	<u>5</u>

1019

7. SUPERIOR AND MUNICIPAL COURTS, CIVIL AND CRIMINAL,
ADULT PROBATION. (Continued).

Total Appearances in Superior Court	3760
Total Appearances in Courts Superior and Municipal.	7653
Total number of Cases in Courts Superior and Municipal.	3002
Consultations with Defendants in County Jail and City Prison	5538
Indigent Persons receiving Advice in Civil Matters (not required by Charter)	3419

MUNICIPAL COURT

Total Number of Cases Handled 1877

FELONY CASES

Held to Answer.....	491	
Reduced to Misdemeanor.....	140	
Certified to Superior Court.....	269	
Private Counsel.....	386	
Restitution and Probation.....	8	
Cases Dismissed.....	434	
Off Calendar.....	11	
Fined.....	4	
Fugitive waived Extradiction.....	36	
Sent to State Hospital.....	21	
Sent to Detention.....	10	
Transferred to Juvenile Court.....	17	
Certified to Boys Dept.....	3	
Apptd. in Civil Matters.....	1	
Pending.....	28	1859

MISDEMEANOR CASES

Dismissed.....	1	
Suspended Sentence.....	3	
County Jail.....	2	
Suspended Sentence & Probation.....	1	
Probation.....	2	9

INSANITY HEARINGS

Committed.....	1	
Released.....	1	2

JURY TRIALS

Found Mentally Ill.....	3	
Found Sane.....	1	
Off Calendar.....	1	
Dismissed.....	1	
Jury Disagreed.....	1	7

TOTAL NUMBER OF APPEARANCES IN MUNICIPAL COURT 3893

Respectfully submitted,

CLARENCE J. WALSH, Chairman,
ANDREW M. BARTEME,
RAY U. BROUILLET.

8. POLICE DEPARTMENT, LIQUOR PERMIT, CORONER

The Police Department of any city is all inclusive in its importance. Its conduct should be and is one of the major concerns of civic government.

It is the feeling of your Committee that San Francisco has a good Police Department and the Police Committee of your Grand Jury so reports after a thorough study of the personnel of the department and the functioning of the police in their day by day activities.

In San Francisco crime has been held to a minimum during this critical post-war adjustment period. There is no organized crime or vice in San Francisco. We have no organized gangsterism here. Bookmaking is at the lowest point of its activities in San Francisco since racing was legalized.

NARCOTICS AND PREVENTION: The Bureau of Special Service (Vice Unit) was augmented on July 15, 1951, as to permit the assignment of additional officers to Narcotic Enforcement. This selective application of police enforcement pressure was soon reflected in Department statistics which indicated a marked increase in arrests of narcotic offenders.

Members assigned to this duty were selected on the basis of personal qualifications. The Chief of Police, aided by the Police Commission succeeded in obtaining a special appropriation of funds to further undercover investigation.

Meetings were held between members of the Police Department Narcotic Unit and other agencies such as the District Attorney, the Bureau of Narcotics of the Treasury Department, Bureau of the Narcotic Enforcement, State Department of Justice and the local Board of Education, to coordinate action toward a positive narcotic control program.

VENEREAL DISEASE CONTROL: Your committee found that because of strict enforcement of anti-vice laws there is a steady decline in the number of incidents reported of venereal disease infection.

POLICE ACTIVITY: The fact that the San Francisco Police Department is busy day and night is demonstrated by the great number of arrests on record. The extent and quantity of enforcement activities of the departments is evidenced by the large volume of arrests made and traffic citations issued during the current year. From January 1st to November 30th, 1951, inclusive, 3320 felony and 68,850 misdemeanor arrests were made and 648,534 traffic citations issued by members of the department.

The Chief of Police, Michael Gaffey is doing an outstanding job. His department control, plus new innovations, is giving to San Francisco the best police service possible. The various bureaus, such as Inspectors, Traffic, Headquarters Company which includes Juvenile Bureau and Police Stations, are all functioning to the best of their ability under the able direction of the Chief of Police. This makes for a harmonious working arrangement and one San Francisco should be well proud of.

PHYSICAL PROPERTIES: It is the feeling of your Committee that the Hall of Justice where the administration of the Police Department is centered is antiquated and unsuited for the needs of an up-to-date police force. The building is over-crowded. The physical arrangements obviously result in reduced administrative efficiency. This committee therefore fully endorses the plan for a new Hall of Justice which should be included in the overall project for postwar civic improvements in San Francisco.

Your Committee is also advised that several of the district police stations are in poor physical condition and are not centrally located. We are satisfied that the general public visiting these stations has observed the dilapidated condition of some of the buildings and has noted the obsolete office equipment. It is therefore our belief that a modernization of these stations and the relocation of some of them would enable them to serve the public more promptly

8. POLICE DEPARTMENT, LIQUOR PERMIT, CORONER - (Continued)

and efficiently. We heartily endorse all moves in this direction. The new Mission Police Station was recently opened and is a credit to the city. More stations need replacement.

EQUIPMENT: Your Committee is convinced that much additional physical equipment is needed by the Police Department and it is the further feeling of your Committee that the present policy of police motor vehicle operation has been severely criticized.

On Monday, May 14, 1951, one-man patrol car operation was established as the standard unit of police service. Chief Michael Gaffey, after consultation with the Police Commission, proposed the establishment of a definite program utilizing one-man patrol cars in the various police districts. Certain exceptions were made in particular areas of high crime frequency during peak hours of police activity and deemed necessary after an analysis of police records.

This change in operation of police resulted in the releasing of some 44 officers formerly assigned to motor patrol duty and permitted their reassignment to active patrol duty on foot. These men were distributed within the various districts on the basis of current need, thus offsetting the loss in personnel strength occasioned by vacancies in the department and the absence of members while serving with the armed forces.

A recheck on the one-man patrol operation after approximately 60 days of operation indicated that the services rendered the public had not depreciated. As a matter of fact, the one-man patrol car operation plus the reassignment of more members to active foot patrol in key areas led to an increase in public services.

A true evaluation of the economy of this program will not be forthcoming until time passes and additional data is collected and analyzed at some future date.

A further innovation was the establishment of 3 wheel motorcycle units as an active and integral part of the uniform patrol division. On Monday, December 17, 1951, nine 3 wheel motorcycles were delivered to the patrol division. Personnel were assigned to operate these vehicles in the performance of routine police duties. The primary duties of these officers is to perform patrol tasks, particularly in those scattered business areas which require police attention but are too dispersed to justify the assignment of a member on foot patrol. The 3 wheel patrol officer has the advantage of transportation and communication.

In spite of the handicaps imposed by shortages of equipment and manpower we believe that the administration of this department is up to date in its methods of dealing with crime and has organized the available personnel in the most efficient manner possible.

PERSONNEL: For the fiscal year July 1, 1951, to June 30, 1952, the authorized strength of the Uniform Force was 1,699. As a result of vacancies and members on military leave, the actual operating strength has been reduced to 1,573. After consultation with the Police Commission, The Chief of Police by executive order authorized certain members to work in excess of the basic forty-hour week on selected and necessary assignments, by performing an additional tour of duty every second week. This partially compensated for the reduction of Police service occasioned by lack of personnel. Compensation was provided from the accumulated unexpended salary appropriation.

It is evident that San Francisco, as the hub of the Metropolitan Bay Area, has not only experienced a marked increase in population, but has fallen heir to a perplexing traffic problem, an increased transient population and an ever increasing demand for a great variety of police services which raises a question as to whether or not the San Francisco Police Department could successfully meet

8. POLICE DEPARTMENT, LIQUOR PERMIT, CORONER - (Continued)

these many demands even though it had the full complement of authorized personnel.

San Francisco has a definite traffic problem due mainly to the fact that there are approximately 350,000 to 400,000 commuters from Marin, the East Bay and the Peninsula (6 days per week) plus an extra demand for traffic service to handle traffic on Monday nights when the merchants of San Francisco keep their stores open to provide buying time for the working people. Your Police Committee offers the following suggestions to the Honorable Elmer E. Robinson, Mayor, and the Honorable Board of Supervisors:

- (1) The employment of additional policemen to be provided for in the next annual budget.
- (2) That all antiquated motorized equipment in the Police Department, be replaced immediately so as to maintain the high efficiency this Department has established, up to its Standards.

Respectfully submitted,

C. H. HOFFMEYER, Chairman,
P. TREMAIN LOUD,
JOHN T. REGAN.

9. FIRE DEPARTMENT, ELECTRICITY DEPARTMENT

The San Francisco Fire Department is under the management of the Board of Fire Commissioners.

The executive officer is Chief Edward P. Walsh, whose efficiency has aided the department in obtaining many improvements such as savings on fire insurance premiums, new equipment and new fire houses.

The department is again endeavoring to organize and train an auxiliary fire defense group to be activated in case of enemy attack. However, to date only 300 men have been trained due to lack of public interest in this important work. Nevertheless, these men are being organized into auxiliary companies and steps are under way to provide additional fire apparatus from funds available in the civil defense budget of the city after attempts to obtain federal or state funds failed.

The building of a new firehouse in the Park-Merced District will proceed after the National Production Authority acts favorably on the city's renewed application.

The construction of the Freeway in the vicinity of Division and Bryant Streets has compelled the city to abandon the former quarters of Engine Co. No. 29; however, a new site for this company has been purchased on the northeast corner of Sixteenth and Vernon Streets.

The report of the Engineering firm of H. C. Vensano on his survey of Fire Houses has been received and in compliance with his recommendation, an appropriation in the sum of \$60,000.00 will be sought by the department in the 1952-53 budget in order to make the necessary improvements.

The new firehouse on Thirty-second Avenue between Ortega and Pacheco Streets has been completed and was formally dedicated on August 23, 1951. This new firehouse was urgently required and greatly improves the fire protection in the Sunset District. It is the most modern firehouse in the State.

Nineteenth and Folsom Streets will be the new site for the Department Drill Tower which will be erected in conjunction with the new quarters for Engine Co. No. 10, No. 7 and Tank Wagon No. 11. Plans are now being prepared by the Architect.

War-time restrictions are being felt in obtaining new equipment; however, during the past year the department has been able to secure new equipment to cover its immediate needs. In general, the mobile equipment is in good serviceable condition and replacements for outdated fire apparatus are being provided on a satisfactory schedule. The Committee agrees that outmoded and ancient fire houses and equipment be replaced in order that the department may continue to give the very best fire protection possible.

The work of installing high pressure mains in districts not heretofore provided with these mains is proceeding satisfactorily. However, we recommend that this important work be extended into all districts not now provided with these high pressure mains. The re-classification of our city in Class 11 on the Fire Underwriters Grading Schedule is now an accomplished fact and this equals the highest rating of any large city in the country. The committee recommends that the construction of two new diesel powered fireboats be approved by the Board of State Harbor Commissioners in order that the over age steam powered fireboats may be replaced.

In closing this report, the committee would like to state that the department is in good condition. The men are alert and proper discipline and efficiency is maintained at all times by the executive officer, Chief Edward P. Walsh, and the committee is grateful for his cooperation with us during the past year.

Respectfully submitted,

EDWARD J. DOHERTY, Chairman,
HECTOR J. FACCIOLO,
JAMES CUMMINS.

10. HEALTH DEPARTMENT, HOSPITALS, LAGUNA HONDA HOME, HASSLER HEALTH FARM

Though it is recognized that a more comprehensive survey of the recommendations contained herein is desirable, the Committee feels that despite conflicting duties and limited time, it has some knowledge of the Health Department's activities and needs.

The Health Department represents to the citizens a bulwark of safety against disease and disaster. As such, it must be maintained at the highest level in personnel efficiency, its institutions made available only to those for whom they were built by the taxpayers, and their equipment and physical appearance kept beyond reproach, no matter what the cost or effort. This is only partially being done.

Appointed by his fellow physicians and surgeons in 1931, Dr. J. C. Geiger is the city's oldest official in term of office. The Committee asked the opinion of the President of the San Francisco County Medical Society and his answer is directly quoted:

"For many years, it has been a source of great satisfaction to the medical profession that San Francisco has a man of Dr. J. C. Geiger's stature as our Director of Public Health. I feel sure that all of our citizens are of the same opinion. Internationally recognized as an outstanding authority in public health matters, Dr. Geiger has built up a Health Department here which is second to none."

/s/ William L. Bender, M.D.

Your Committee has visited the Central Office, the San Francisco Hospital, the Laguna Honda Home, the Emergency Hospitals, and the Hassler Health Home in Redwood City. There will be some comments on all of these, and perhaps to other pertinent matters.

CENTRAL OFFICE, 101 GROVE STREET, STATISTICAL INFORMATION:

According to the census of 1950 there are now 775,400 persons in residence in San Francisco. The 1950 birth rate was 24.6 and the death rate was 12.5. Diseases of the heart and arteries continue to lead in causes of death. Malignancies, including leukemia and intracranial lesions caused 2,613 death. Accidents, however, were the fourth most common cause of death, being fatal to 460 people in 1950, the majority of which occurred in the home. The fifth cause of death in San Francisco is cirrhosis of the liver. The suicide rate which, for population, is probably the highest in the United States, accounted for 232 death. Pneumonia was the chief cause of death among the contagious diseases. The second cause among this type of disease was tuberculosis, but it is worthy of note that the number of deaths from this disease has steadily decreased. In fact, over 50% in the last five years. In 1950, approximately 97,000 X-Rays were taken, mainly due to the cooperation of the San Francisco Tuberculosis Association. From these X-Ray surveys, 1,150 new cases were discovered. Poliomyelitis or Infantile Paralysis, dropped to 64 cases in 1950, and this low incident rate is remarkable for a city of this size.

Bringing these statistics of the Central Office down to the present moment for 1951, there is every indication of a slightly higher death rate and a lower birth rate. The infant mortality rate, which is the most sensitive under good public health, was 23 per thousand live births in 1950. This is quite a remarkable record. For 1951, the indications are that it will either be the same or slightly less. The causes of death remain the same--heart disease leading the list, followed closely by cancer, intracranial lesions, accidents, and cirrhosis of the liver. The accident rate shows a 29% increase for 1950.

LABORATORY DIVISION: The laboratory of the Department of Public Health makes approximately 240,000 tests per year, operating very efficiently since the chemical laboratory has been completely rehabilitated.

10. HEALTH DEPARTMENT, HOSPITALS, LAGUNA HONDA HOME, HASSLER
HEALTH FARM (Continued)

DIVISION OF SANITARY INSPECTION: The duties of this Division are composed of inspection of abattoirs, housing, dairies and dairy products, plumbing, rodent control, restaurant and food sanitation. These men are doing a splendid job in their respective fields and are to be commended. The consumption of milk in San Francisco increased in 1950 from 65,000 gallons to 69,000 gallons per day. This increase is remaining steady, making rigid inspection very necessary.

DENTAL DIVISION OF THE BUREAU OF CHILD HYGIENE:

This Department is staffed by a Chief Dental Surgeon, ten Dental Surgeons and four Dental Hygienists. These men are placed in the Health Center Building and at different Health Centers and schools. Their duties are filling and extracting teeth, and lecturing on oral hygiene. During the year 1949-50, 3,897 children were registered at various clinics including 21,754 visits. Sitzings were made during the same period, only indigent school children being treated.

EMERGENCY HOSPITAL: On our visit to Central Emergency Hospital we were shown how all calls are centrally received and sent to the Emergency Hospitals closest to the calls from where ambulances are dispatched. We were shown how patients are received, recorded and treated. All minor injuries are treated in the Emergency Hospitals. The most serious are given emergency treatment and then sent to San Francisco Hospital or to any hospital the patient may desire. All ambulances are now equipped with two-way radios so they have constant contact at all times. In discussing this subject with some of the medical men of San Francisco, I am informed that this city has one of the finest Emergency Hospital services in the United States.

The drivers of the ambulances have plans for a new ambulance they would like to introduce which would revolutionize the construction of ambulances and would be a great improvement for both patients and drivers. We believe this should be looked into and examined as to practicability.

SAN FRANCISCO HOSPITAL: On several occasions, your Committee went with Dr. Geiger to visit the San Francisco Hospital. Upon arrival, we were met by Dr. Albers, Superintendent, also Mr. McGettigan. We were then escorted through Wards, Surgery, Maternity, and the new Psycho Wards. Your Committee found that the Wards are filled beyond capacity to the extent that beds are placed in the center of the wards, and the space between beds is inadequate. It is apparent that something should be done to relieve this condition.

An inspection was made of the Surgery and we were astonished to find it in such antiquated condition. We are certain that if this condition prevailed in a private hospital, it would be condemned immediately.

Our next inspection was of the new Psycho Wards where we met the doctor in charge. He explained to us the operation of these Wards and we felt that excellent results were being obtained; the wards are comparatively new and in excellent condition.

We proceeded to the Maternity Ward where we found both mothers and babies receiving the best of care, and the ward was spotless.

We were then shown two floors that were completely empty, both of which were large enough to accommodate 45 beds.

RECOMMENDATIONS:

(1) Wards: Your Committee feels that some action should be taken to relieve the over-crowding and congestion in the Wards. A possible solution would be to open the floors in the maternity wing and move the women there.

10. HEALTH DEPARTMENT, HOSPITALS, LAGUNA HONDA HOME, HASSLER
HEALTH FARM (Continued)

(2) Surgery: On inspecting Surgery, we found it in an antiquated condition, having been built in the year 1913 with no capital or physical improvements having been made to date. Your Committee feels that it should be modernized so that it will be a credit to the city of San Francisco.

We also feel it will work for the benefit of both the patients and the doctors operating there, who are at present handicapped by this out-dated and out-moded operating room. An estimate of the cost of the work to complete the surgery is \$120,000. The Hospital now has on hand \$42,307.00 from its 1949-50 budget and has asked for \$80,000 in its 1951-52 budget. With this amount, they expect to finish the work. Your Committee strongly recommends and urges that this amount be included in the budget in order that the work may progress to completion.

(3) Psycho: I am sure that much is being done to help these unfortunate people; they have already had some good results. We therefore recommend that this work be continued.

(4) Maternity: The Maternity Wards are really the bright spots of San Francisco Hospital. The wards are clean and spotless. The treatment for mothers and babies is very good and your Committee can now see and understand why the maternity losses are so low at San Francisco Hospital.

(5) Empty Wards: We were shown two wards that had never been used since the building was constructed in 1936. The only thing lacking to make these wards usable is the completion of the electrical wiring facilities and the installation of doors. It is estimated that the cost to put these wards into operation would be \$10,000. Your Committee recommends and urges that these wards be completed immediately and that specialized women's cases then be moved there. This would relieve the congestion in other wards and this building would then become a women's pavilion.

LAGUNA HONDA HONDA: Your Committee first visited Laguna Honda Home early this year. There we met Mr. Moran, Superintendent, and Mr. E. Keegan, Assistant Superintendent. We were taken to the Old Infirmary Building where there are three empty wards. On inspection, we found these wards to be in fair condition, and we ascertained that with a little expenditure they could be made usable. We then went to the main building and inspected the Kitchen, Baking Shop, Butcher Shop, Shoe Repair Shop, and Ice Boxes.

Your Committee feels that the Kitchen is in need of modernization and enlargement in order to function properly. We also inspected the main building wards, infirmary, diet kitchen, drug store, and tailor shop, also a ward maintained by the University of California for research work on cancer.

RECOMMENDATIONS

(1) Old Infirmary Wards: Your Committee feels that the Old Infirmary Building wards should be repaired and modernized, including the kitchen, which is not used at present. The major expenditure in this section of the hospital would be for equipment such as beds, lockers, and kitchen equipment. We feel that this work would not be too expensive and would give the Home much more needed bed space as it is now filled to 98% capacity.

(2) Kitchen: Your Committee, on inspecting the kitchen, finds that it is inadequate for this large institution. Plans have been made for expansion of this section of the building which would enlarge the kitchen, allow more refrigeration space, enlarge the butcher shop, as well as provide a proper garbage and disposal section, which at present is very inadequate. Your Committee feels that this is one of the paramount programs and every means should be taken to expedite this addition to the present facilities.

10. HEALTH DEPARTMENT, HOSPITALS, LAGUNA HONDA HOME, HASSLER HEALTH FARM (Continued)

(3) Baking Shop: On inspecting the baking shop, we found it spotless. The equipment in use is very old and was originally purchased second-hand. In order to assist this Department in operating more efficiently, the machinery in use should be replaced with modern bakery equipment.

(4) Butcher Shop: This also was found to be in excellent condition, clean and very sanitary. The meat in the Ice Boxes was of a very fine grade.

(5) Ice Boxes: The ice boxes in the main kitchen were found to be old and in poor condition, and as we said above, we feel that new and larger ones should be installed so that milk, custards, and vegetables, may be kept under proper refrigeration.

(6) Wards, Infirmary, Diet Kitchen, and Tailor Shop: Your Committee then inspected the main building and found it in good condition. The wards were clean, the beds made, and all clothing in place.

The Infirmary also was in good condition and the patients very well cared for.

The Special Diet Kitchen had a large number of trays being prepared which were inspected by the Committee, and it was demonstrated to us that the patients were receiving proper nutritious and special food in all cases prescribed by the physician.

The Tailor Shop was a very busy place, making bed-covers, dresses, night gowns, and many other garments, all at a saving to the city.

In going through the Wards we found the patients happy, well-fed and well-clothed. Your Committee wishes to commend Mr. Moran and Mr. Keegan for the fine manner in which they are directing the Laguna Honda Home. We also feel that if the improvements mentioned above are made, we will have one of the finest institutions in the country.

HASSLER HEALTH HOME

We find that Hassler Health Home is operating at full capacity and that there is a large waiting list for admission. On inspection we found the wards, grounds, buildings and Service Department, clean and spotless, well ventilated and also well heated. The kitchen, ice boxes, storage bins, were well refrigerated, clean and sanitary.

The food served to patients is wholesome and is prepared upon orders of a dietician. The patients' morale seemed to be high and considered the care received at the Home entirely satisfactory. The Committee felt that everything possible is being done for the health and welfare of the patients.

On inspecting the buildings we were informed that the original building which was built in 1930 as a temporary building is badly in need of repair. The hot and cold water pipes are filling up with lime salts, also it seems that there must be quite a bit of dry rot in the under-pinning, as the building has some very bad cracks in the plaster. Also, the wood on the outside of buildings is badly in need of paint.

The main difficulty at Hassler Health Home is their employment problems.

RECOMMENDATIONS:

1. Buildings: Your Committee feels that the old building should either be torn down and a new one built, or that it be thoroughly inspected, repaired, and made safe, new water lines be installed, foundations inspected for dry rot and repaired, also that all window frames and doors be painted.

10. HEALTH DEPARTMENT, HOSPITALS, LAGUNA HONDA HOME, HASSLER HEALTH FARM (Continued)

2. Employment problems: Your Committee spent much of its time discussing with Dr. Putnam, Superintendent of Hassler Health Home, Dr. Sage, Assistant Health Director, as well as Dr. Geiger, the very critical employment problem which has existed for some time at Hassler Health Home. From these several sources, we learned that because of requirements of the Civil Service Commission, there is a wasteful and very inefficient use of employments in the Hassler Health Home. We found that when a non-civil service employee is dispatched from the Commission's office, he may only be employed for a period of 90 days. At the end of 90 days, he must be discharged and cannot be rehired until the following fiscal year. This is a very poor procedure because the Commission has found that it is difficult to supply Hassler either from the Civil Service lists or with temporary employees, to replace those discharged. The responsible persons in this institution feel that if this condition continues to exist eligibles on the Civil Service lists will not accept employment at Hassler Health Home. Most of the regular employees resent the temporary employment situation which gives to the institution a poor employee who knows he is only temporary, who feels no responsibility, and exerts no initiative. This condition is detrimental to the Home and to the patient. It works a hardship on the employees, in addition to the present existing inconvenience because of the location of the Home.

The Hospital requests that they be allowed to maintain such an employee on their payroll until a permanent Civil Service person can be supplied for the position. A change in the present requirements specified by the Charter would be necessary. This Committee realizes this would be a difficult undertaking, but because of the serious situation that now exists where the hospital is not even able to obtain a payroll clerk in order to complete the payroll on time, and it has been necessary to replace employees with inmate help. A condition existed at the time of our visit where a telephone operator's position had not been filled for a period of more than two weeks.

Your committee recommends that the Civil Service Commission, the Board of Supervisors, and persons interested or responsible, should investigate this condition and try to arrange a plan that would be accepted by the Commission, the Health Department, and the Civil Service employees concerned.

SUMMARY: We have made six visits to Dr. Geiger's office and discussed the over-all health program in San Francisco. The Committee realizes that this Department has a far-reaching effect on every citizen in San Francisco, and it is vitally interested in the health of every man, woman and child in San Francisco from the date of birth to the date of burial. Dr. Geiger or Dr. Sage accompanied us on all visits. They extended every courtesy and gave us unstintingly of their time.

Your Committee has reported conditions as they have seen them. They have made some strong recommendations, and as the report will indicate, there are many conditions of both the properties and policies of the Department which can be corrected, and we report this in all sincerity.

In conclusion, we wish to state that in our opinion and the opinion of those with whom we have discussed the problems of the Department that Dr. Geiger, Director of Public Health, and Dr. Sage, Assistant Director of Public Health, the Superintendents of its institutions, department heads, and the employees of the Health Department, are doing a job that should be commended and recognized by the citizenry of San Francisco.

Respectfully submitted,

JAMES G. B. DeMARTINI, Chairman,
JAMES E. MURPHY,
LEO M. BIANCO.

11. EDUCATION, SCHOOLS, LIBRARIES.

The Committee inquired into the operations of the school district in considerable detail. We are pleased to report that the San Francisco School Department is under very competent administration. The Committee was impressed particularly with the accomplishments achieved this year and with the plans for the future that are now in progress.

ELEMENTARY SCHOOLS. Improvements and Objectives:

1. A full day of schooling for each child.
2. Study and improvement of language arts program.
3. Further study of citizenship.
4. Teacher qualifications.
5. Supplies and equipment.

1. A full day of schooling for each child. San Francisco Public Schools, in contrast with many communities of California, assure each child above the kindergarten a full day of schooling. By plan, the kindergarten program is only a half-day due to the age of the child. Above the kindergarten level where neighborhood schools are short of classrooms to serve the children of the immediate community, the older children are transported by bus to other schools in the city which have extra facilities. The transportation is done by Municipal bus, the child being picked up in the morning at the door of his own neighborhood school and returned to that school in the evening. By this type of planning, class sizes are kept down within good teaching range. Educational advancement would be hampered unless the classroom group is small enough for a teacher to give adequate individual attention to the pupils. The formula is 25 children for first grade classes, 30 for second and third grade classes, and 35 for fourth, fifth and sixth grade classes.

Bus transportation has been very successful, for with guidance, the elementary child soon takes for granted bus travel as a part of his pattern of schooling. The goal to be eventually achieved is for each child to go to school in his own neighborhood. However, the present bond issue will be insufficient to build adequate school housing for all the children of the public schools in their own neighborhood. The only alternative to the system of bus transportation would be one-half day schooling.

2. Study and improvement of language arts program. Improvement in teaching of spelling, writing, and oral English are being given special attention this year. At the two-weeks summer conference of all elementary school administrators last summer, this study was commenced, and preliminary plans were made for the work that the teachers were to carry on this school year. Two teachers were brought in from the classrooms to spend full-time this year in the central office to help in this study program. A committee of 35 teachers from the elementary schools meet one afternoon each week to carry forward the work.

New materials for teaching spelling at second-grade level is one of the things now being given a trial. Special attention is being placed upon the child's ability to express himself in writing as well as in the mere mechanics of spelling. At the end of the year, as a result of this study, a printed guide will be issued to all teachers in the elementary schools.

3. Further study of citizenship. Last year a citizenship guide for the elementary schools was published as a result of work similar to that being presently carried out in the language arts program described above. This year a special effort is being made in the schools to follow the suggestions of this instructional guide. A copy of it may be obtained at the Office of the Superintendent of Schools at 93 Grove Street. It emphasizes the classroom instructional program as well as the out-of-class activities that enable a child to better appreciate the principles of American life.

4. Teacher qualifications. For three years now the elementary schools have hired for open positions only teachers fully trained in

11. EDUCATION, SCHOOLS, LIBRARIES. (continued).

elementary education and holding a regular elementary school credential. By law in California, a school district can hire teachers with emergency credentials if this is the best that the local superintendent can do. The popularity of teaching in San Francisco Public Schools has now reached the place where twice as many fully trained and fully credentialed candidates are available as there are positions open. Candidates are screened through use of a common written examination emphasizing the use of the English language, and through an interview by a board consisting of one classroom teacher, one supervisor and one principal. Candidates are then ranked on a list according to their total score and the highest are placed on a so-called eligibility list. San Francisco has good reason to be proud of its system of selecting teachers and of the fine supply of candidates available each term.

5. Supplies and equipment. There is generally an adequate supply of books and other instructional materials provided in the schools. By California law this is the responsibility of the school district and not the parents. Supplies are handled by a budget system, each school operating on a budget determined by formula, on a pupil per capita basis. Equalization of educational opportunities in all schools is emphasized. Classroom furniture is a big need in equipment, and accordingly a careful survey of existing furniture in all elementary schools was made with the intention of setting up a systematic replacement plan, extending over a reasonable period of time. The survey is now being tabulated to determine possible costs and a detailed plan will be presented later to the Board of Education by the Superintendent.

JUNIOR AND SENIOR HIGH SCHOOLS.

1. Achievements of the Past Year.
2. Proposed work for the future.

1. Achievements.

Progress in Curriculum Work. A weekly meeting of fifty or sixty English teachers is being held to study the over-all English curriculum and to develop resource units for the eighth and tenth grades. More than fifty classes throughout the city are now carrying on experimental use of the materials which have been developed. A style sheet for use in all secondary schools throughout the city has been published as an aid to uniformity and as a teaching device.

Business Education. A group of thirty-five teachers, after working together for three years, has prepared guides for instruction in typing and shorthand. As a result of this study, a recommendation has been made that the number of semester hours required of a student be reduced, which, accordingly, reduces the teaching burden in our senior high schools and at the same time improves instruction efficiency.

Social Studies. An effort is being made to secure uniformity of opportunity in all grades from the seventh to the ninth, regardless of whether a student is enrolled in an elementary, junior or senior high school.

Guide Book. A guide book for teachers of senior goals has been developed. Sophomore goals classes are being developed in some schools.

Health Education. Units are being designed to reach all students before graduation. These are being explored in a few schools.

Resource Book. A resource book contrasting the democratic and totalitarian forms of government has been developed for teachers interested in this phase of teaching.

Science and Social Science. An attempt is being made to bring textbooks up to date through replacement of obsolete materials.

Improvement of Mathematics Instruction. A group of teachers is meeting with teacher-training institutions to improve the quality of teacher preparation and instruction in arithmetic and general mathematics.

San Francisco municipal government. A source book on San Francisco municipal government set-up has been prepared for teachers and it is hoped that materials for teachers on this subject will be ready before the current year is over.

Other achievements include: development of a uniform

The first of these was the discovery of gold in California in 1848. This discovery led to a great influx of people to California, and the state became a free state in 1850. The second was the discovery of gold in Nevada in 1859. This discovery led to a great influx of people to Nevada, and the state became a free state in 1864. The third was the discovery of gold in Colorado in 1858. This discovery led to a great influx of people to Colorado, and the state became a free state in 1876. The fourth was the discovery of gold in Idaho in 1860. This discovery led to a great influx of people to Idaho, and the state became a free state in 1890. The fifth was the discovery of gold in Montana in 1862. This discovery led to a great influx of people to Montana, and the state became a free state in 1889. The sixth was the discovery of gold in Wyoming in 1869. This discovery led to a great influx of people to Wyoming, and the state became a free state in 1890. The seventh was the discovery of gold in Utah in 1871. This discovery led to a great influx of people to Utah, and the state became a free state in 1896. The eighth was the discovery of gold in Arizona in 1876. This discovery led to a great influx of people to Arizona, and the state became a free state in 1909. The ninth was the discovery of gold in New Mexico in 1878. This discovery led to a great influx of people to New Mexico, and the state became a free state in 1906. The tenth was the discovery of gold in Texas in 1880. This discovery led to a great influx of people to Texas, and the state became a free state in 1845.

The discovery of gold in California in 1848 was the first of a series of discoveries that led to the discovery of gold in Nevada, Colorado, Idaho, Montana, Wyoming, Utah, Arizona, New Mexico, and Texas. These discoveries led to a great influx of people to these states, and the states became free states. The discovery of gold in California in 1848 was the first of a series of discoveries that led to the discovery of gold in Nevada, Colorado, Idaho, Montana, Wyoming, Utah, Arizona, New Mexico, and Texas. These discoveries led to a great influx of people to these states, and the states became free states.

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11. EDUCATION, SCHOOLS, LIBRARIES. (continued).

nomenclature for all courses in the secondary school curriculum to avoid confusion by parents and students over the difference in course title from school to school; participation in a national study of drop-outs; an attempt to develop more suitable materials for use in those schools having severe reading problems, either for language reasons or for some other reason; experimentation is being made with a combined industrial arts, art and homemaking program for both boys and girls at the seventh grade level in the junior high school; reorganization of the driver training program has been effected and ten dual-control cars are now in operation; business equipment in the senior high schools has been modernized so that teaching will be in terms of equipment currently used in San Francisco offices; and new typing tables have been installed.

To coordinate the curriculum of each junior high school with the system-wide program, two teachers have been assigned to act as curriculum assistants on a half day basis in each school; half-day programs have been established in the regular senior high school which meet all graduation requirements and also permit students either to work half-time under supervision or attend a vocational school half-time; high school graduation requirements have been re-evaluated and proposals are being made for certain changes to meet local needs and new state requirements; R.O.T.C., Music and Physical Education will gain from revision of requirements that members of school bands must belong to the R.O.T.C. unit; a booklet on the Junior High School, prepared to help parents know what to expect of youngsters about to enter the Junior High School, is ready for final approval.

Teacher-training and selection. Changes in methods of selecting and assigning teachers have been instituted to improve both programs; participation with teacher-training institutions for teacher preparation have been re-organized; central office supervision is being given to teachers having difficulties in their schools; a training course for beginning teachers is being operated very successfully, and a seminar for any secondary teacher having discipline problems has been established to meet one afternoon each week.

Agreement on transfers of students between schools has been reached with parochial schools; progress has been made toward placing counselors, particularly head counselors, on a full-time basis; direct work has been maintained with architects of three new junior high school buildings which now are in the final stages of planning; a close working relationship has been maintained with such community groups as the parent teacher councils, the societies of engineers, governmental groups and community chest agencies.

2. Proposed work.

Curriculum. In this area, work will be continued in social studies, mathematics, english and business education. Work is expected to begin in science and foreign languages.

Central Office Supervision. Closer supervision from the central office will be attempted for both probationary and beginning teachers. Extension of the program will include long-term substitutes. Provision will be made for more supervision in the teacher training program.

Other proposed work. Will include: Special classes and special types of instruction and a community integration program to handle the influx of students from China; expansion of programs both for the high-ability and low-ability students; specific attention to instruction in remedial reading; extension of the work experience program to strengthen the latter; increased use of field trips, particularly in the area of government; study and refinement of the suspension system for infraction of the rules; integration of the continuation school with the secondary school system; group training of the social chairmen in the various schools; better utilization of teacher time and improved scheduling in both junior and senior high schools; strengthening of the high school program by closing one senior high school and concentrating the students in schools having relatively low enrollments; and finding space during the next year for hundreds of Junior High School students for existing facilities are already housing 2500 more students than they were planned to handle and the Junior High School population is increasing at the rate of 500 to 1000

11. EDUCATION, SCHOOLS, LIBRARIES (continued).

each year.

ADULT AND VOCATIONAL EDUCATION.

1. Achievements of the Past Year.
2. Proposed work for the future.

1. Achievements.

ADULT EDUCATION. In the last year Americanization classes have materially increased to the extent that they constitute about 20% of the adult attendance. The commercial classes have increased from being 10% of the program to approximately 15% of the program. The area of parent education has been expanded and at the present time a Family Life Clearing Service is doing a splendid job in working with all the agencies in the community to improve family life. Several classes in public welfare have been added, for instance, classes of a rehabilitation nature for the physically disabled and for the blind. The field of practical nursing has been expanded and now constitutes an integral part of the Vocational Nursing Education program in San Francisco.

The academic classes continue to be a major part of the adult program, constituting some 40% of the total program. In the academic division is included classes for illiterates who wish to obtain their elementary certificates and classes for those who wish to obtain their high school diplomas.

The division has participated in the overall Civil Defense program and carries a great deal of responsibility for the instruction in this area of work. Two publications have been produced by the Department pertaining to Civil Defense.

DISTRIBUTIVE EDUCATION. In the following high schools, there has been a general expansion of the cooperative part-time retail selling program: Balboa, George Washington, Mission, Continuation and Polytechnic.

Special classes have been developed in the following fields: retail sales; textile; real estate; banking; business management; automobile insurance adjustment; food handling and sanitation. Special training is offered for junior executives, managers and salesmen in the retail grocery trade and retail furniture business along with courses in selling, and merchandising. A course in Conference Leading Techniques for the personnel of the State Vocational Rehabilitation staff is offered.

INDUSTRIAL ARTS. A number of Industrial Arts committees have met weekly and published an overall course of study for all the industrial arts. This is now in operation in the schools for a one year's trial and will be re-edited at the end of the year. An additional group has worked in developing a specialized course in Mechanical Drawing.

A change in philosophy has taken place in the Industrial Arts group to get away partially from the unit shop plan, to develop overall craft classes in some areas and to work along the lines of developing home mechanics. More careful class supervision has been inaugurated and carries out this past year, resulting in better coordination of all industrial arts activities.

Accomplishments in our Safety Program include: Provision of eye protective equipment for each student in shops; provision of facilities and method for sterilizing eye protective equipment; a method of evaluation of the safety program in individual shops and use of safety check list; cooperative planning with the local chapter of the National Safety Council for evaluating the safety program and the making of awards to schools and shops to maintain a highly effective program.

TRADE AND INDUSTRIAL EDUCATION. Plans were developed for the John A. O'Connell Vocational and Technical Institute in cooperation with 30 Joint Trade Advisory Committees for shop layout and for

11. EDUCATION, SCHOOLS, LIBRARIES. (continued)

equipment. A manpower study was prepared to determine needs for training in the Bay Area and as a result of this, defense training classes in Sheet Metal and Electronics were set up in cooperation with the United States Navy. An extensive study of the need for vocational education in San Francisco was prepared in cooperation with members of the staff.

Studies were conducted to determine the need for training in the following specialized areas: Cleaning and Dyeing; Cosmetology, Television, Electronics, Printing, Meat Cutting, Tailoring and Small Boat Building.

A plan for dissemination of training information and occupational information for high school students was worked out with the high school counselors. Work was done with the Manufacturers Committee of the Chamber of Commerce to develop a plan for classes in basic economics for trade schools. In cooperation with the California State Federation of Labor, the California State Department of Education, the American Federation of Labor and the Federal Security Agency, Office of Education, a joint study project was made to determine philosophy, objectives, policies and procedures of vocational education in California.

A Safety Instruction program for apprentice groups was developed. In co-operation with the University of California, tests were developed to determine trade levels in the plumbing trade and also occupational tests in electricity and auto mechanics. Various apprentice classes were tested in arithmetic achievement. A cooperative plan with the United States Navy, the City College of San Francisco and the Vocational Division for training electronics mechanics was worked out. 800 seamen have been upgraded and training and assistance in procuring seamen papers has been given 1395 students.

Programs in cooperation with the various high schools for enrollment of half-day students in the vocational schools have been established.

2. Proposed future work.

EXPANSION IN ALL FIELDS. In Adult Education it is hoped that some assistance will be given to the blind, the deaf and the physically disabled. Consideration must be given to a different approach in assisting the foreign born in their desires to become American citizens since many are timid in their approach and often hesitate to come out of their own localities. Attention must be given to the training of displaced persons in the American way of carrying on occupations. Expansion will be necessary in Trade and Industrial Education, as the plans for the John A. O'Connell Vocational and Technical Institute are developed. More efficient methods and controls will be developed to bring a more efficient and effective program in Adult and Vocational Education to San Francisco.

CONCLUSION. Your Committee concludes that under the capable administration of Dr. Herbert C. Clish, Superintendent of Schools, together with the counsel and guidance of the Board of Education, our San Francisco School Department is pursuing a sound program that is making rapid progress in the field of Public School Education.

PUBLIC LIBRARIES.

The Library Committee of the Grand Jury made a careful study of the Library Department. We are pleased to report that this department is competently and efficiently administered. Librarian Laurence J. Clarke, and the Library Commission, deserve commendation for their persistent efforts to provide the citizens of San Francisco with better library service.

During the year two new branch libraries were opened to the Public. The Parkside Branch Library was opened on June 21, 1951. It is located at 22nd Avenue and Taraval Street. Professional librarians and the people of San Francisco have heralded it as one of the finest branch libraries in the country. It is interesting to note that since

11. EDUCATION, SCHOOLS, LIBRARIES. (continued).

it opened it has attained second place in the circulation of all branch libraries in the City, and has more than doubled the circulation that the Parkside Branch had in its rented quarters at 1541 Taraval Street. The Potrero Branch Library, on 20th Street between Connecticut and Arkansas, was opened to the public June 25, 1951. It will bring library service sorely needed by the citizens of this district.

In prospect for construction early in 1952 is the Marina Branch Library, which will be built in Funston Playground on Chestnut Street near Fillmore Street. Funds for this branch have already been appropriated, and as soon as plans and specifications have been completed, construction will commence. This will bring library service to one of the most multiple-dwelling districts in San Francisco.

The Library Committee also ascertained that the Library Commission has in prospect and has recommended to the City Planning Commission a complete re-evaluation of its building program. The program will include the construction of 15 branch libraries for districts now without library service or receiving inadequate library service, and in addition, alterations to the Main Library. In its previous survey the Commission had requested an addition to the Main Library. This has been deleted from the newly proposed building program and has been accomplished by a reorganization of all departments in the Main Library. This will mean an over-all saving of \$1,200,000 in the Library Department's building program.

The reorganization of the departments in the Main Library will entail the combining of the Newspaper and Periodical Departments into one department; the transfer of the Music Department to the present quarters of the Newspaper Department, which will house many thousands of documents now in the stack areas; and the establishment of the Art Department in the vacated Music quarters, which will likewise house thousands of volumes from the stack areas. This will mean that the crowded conditions in the stacks will be relieved and the necessity of a wing for the Main Library will be unnecessary for some years to come. The Grand Jury believes this is good planning which will result in a considerable saving to the City.

In connection with personnel, the Grand Jury ascertained that the Library Department is planning a complete reorganization and has already requested the Civil Service Commission to make a complete survey of the Library's personnel problems. No changes in classification have been made since the Library became subject to the Civil Service provisions of the Charter in 1942, and as many changes have been made in connection with the Department's functional services, a reorganization of its personnel is needed in order to conform with the different functional services. The total budget of the Library Department for the fiscal year 1951-1952 amounted to \$1,005,730 a decrease of \$98,968. This resulted in the closing of branch libraries Saturday evenings, Sundays, and Monday mornings. This means decreased service to the public and has resulted in many complaints from library patrons. The Grand Jury recommends that the budget of the Library Department be increased in the next fiscal year in order that the usual hours of service may be restored.

In concluding this report the Grand Jury recommends:

First, an increase in the Library Department's budget, not only as far as its operating costs are concerned, but particularly in connection with the book fund, which after all covers the main objective of the library.

Second, the continued appropriation of funds for the Library Department's branch library extension program.

Respectfully submitted,

MICHAEL J. RIORDAN, Chairman,
JAMES G. B. DE MARTINI,
CORDULUS H. HOFFMEYER.

12. JUVENILE DEPARTMENT.

The last visit of this Committee to the Youth Guidance Center occurred on December 3rd in the office of Judge Milton D. Sapiro. Present - Judge Milton Sapiro, James Cummins and P. Tremain Loud.

Also present at that time was Mr. Roy Buell, who has been appointed to the Juvenile Probation Committee to fill the vacancy that has occurred through the passing away of Mr. Hugh McKevitt. We witnessed Mr. Buell's taking the oath of this appointment.

We then inspected the new Chapel and Gymnasium which have been recently finished and are now used in the regular operation of the Youth Guidance Center. Both of these buildings and the activities each represents will be a decided advantage to both the children and their supervisors. We suggest that the girls' part of the Gymnasium be opened at the earliest possible time as at present the boys' end of the building is only in use. Through efforts to economize, the operation of the kitchen, located in the cottage for the infants, has been discontinued. We recommend that this kitchen be put back in operation as it is the opinion of this Committee that food cannot be properly transported from the main kitchen to the Infant Cottage. It is not sanitary to do so, as there is evidence of illness in this cottage that could be attributed to the present arrangement.

Want to refer to our report of June 26, 1951 on our visit to The Log Cabin Ranch for boys in that very few, if any, of our recommendations in that report have been given any attention. Each one of them was constructive and would not cost a large amount of money to accomplish. At this time of year, the rainy season, is when these improvements are needed most. We urge again, that some consideration be given to what is needed at the Log Cabin Ranch, as per report of June 26th and as follows:

1. A bus is badly needed for transportation of the boys from the ranch to places that are open to the boys for entertainment and educational purposes. Now an open truck is used and it is a disgrace upon the City to submit the boys to the elements of all kinds of weather. In the winter or rainy season these boys come home wet and chilled. In some department of the City a bus must be available for use at the Ranch.
2. A concrete corral should be constructed adjoining the cow barn. In the winter the cows sink into mud up to their stomachs. It is poor farming to subject cattle to such treatment. Disease from this situation lowers efficiency of production as well as loss of the cattle from death. Through work done by the ranch boys this past winter, they accomplished for the first time, a winter without the loss of any calves. We would like to ask a question of San Francisco. How can underprivileged boys be taught to live and do right, when all about them they see the neglect of their elders who know better and do nothing about it?
3. The staff house needs attention as to equipment. All furnishings are falling apart and most undesirable for use by men who are rendering an excellent service. This situation does not build up a good morale.
4. There is not a place for storage of anything of any nature. Supplies are placed here and there and when needed it requires a search party to find it. A small portable house could be erected by the staff and boys. It should be provided before another winter season begins.
5. Additional living accommodations should be provided for the staff. Again portable houses could be shipped in and erected by the staff and boys. All that is needed is simple accommodations, nothing

12. JUVENILE DEPARTMENT. (continued).

elaborate or expensive. Further, at least two additional Probation Officers should be on the staff. This is important to all phases of the conduct of the Log Cabin Ranch.

It is very gratifying to have a report from Judge Milton D. Sapiro of the Juvenile Court, that he has authorized the Juvenile Probation Committee to become an Administrative body instead of Advisory only. This was recommended in this Committee's report of June 27th.

Also that a new Juvenile Probation officer has been appointed upon the recommendation of a committee of four University Professors and the Juvenile Probation Committee. This action followed our recommendation of June 27th to have the proper assistance given to Judge Sapiro for his guidance in the appointment of any one to this office of great responsibility.

It also came to our attention that no one will serve on the Juvenile Probation Committee who has any other connection with the Youth Guidance Center. This is an excellent arrangement and had this Committee's concurrence. Want to commend Judge Sapiro upon his encouragement in increasing the influence and activities of the Volunteer Services rendered by both the men and women of San Francisco. Also express our appreciation to the Press of San Francisco for publicizing the activities of this Volunteer Group. This Committee did nothing to assist in the expansion of the Volunteer service, but recommended it.

Under the re-organization of the Youth Guidance Center, The Juvenile Probation Committee, and with the co-operation of the Chief Probation Officer, it now appears that Judge Milton Sapiro of the Juvenile Court will have an organizational set-up that should function smoothly and efficiently.

This Committee is satisfied that the efforts of Judge Sapiro together with our recommendations and those changes in the State laws governing Youth Centers, will be of genuine benefit to the Youth of San Francisco and to the entire city.

We want to express our thanks and appreciation to everyone connected with the Youth Guidance Center, the Log Cabin Ranch and most particularly to Judge Milton D. Sapiro for the ir complete and willing co-operation at all times. Our many calls were given the utmost courtesy and attention.

We have enjoyed our assignment to the Juvenile Committee of the 1951 Grand Jury.

Respectfully submitted,

P. TREMAIN LOUD, Chairman,

JAMES CUMMINS,

MICHAEL J. RIORDAN.

13. PUBLIC UTILITIES.

Tendered herewith is the report of the Public Utilities Committee of the 1951 Grand Jury of the City and County of San Francisco.

The first meeting of the Committee was held in the office of the Public Utilities Committee, with Mr. James Turner, General Manager of the Department. Mr. Turner and his associates advised the Committee in a general way of the functions of the Public Utilities Department and acquainted the Committee with some of its management problems.

On March 29th, the Committee was taken on a tour of the properties under the jurisdiction of the Municipal Railway System, encompassing the inspection of cable car barns, bus terminals, and administrative offices.

On June 22nd, 23rd and 24th, the majority of the members of the Grand Jury, plus representatives of the Public Utilities Commission, made a three day inspection trip of the Water Department properties. This trip acquainted the jury with the Millbrae Water Purification Laboratories, Alameda Portal of the Western Terminus of the Coast Range Tunnel, and the Sunol Water Temple. Later the party journeyed to Moccasin Creek on an inspection of the power generating facilities, and then to Hetch Hetchy reservoir, where the entire party had thorough inspection of that property.

On Friday, November 2nd, sixteen members of the Grand Jury made a trip to San Francisco Airport, where Mr. Turner and the executive staff of the Airport acquainted the Jury with its operation as well as escorting the Jury on an inspection trip covering the airport and facilities.

The members of the Public Utility Committee of the Grand Jury were well impressed with the businesslike administration covering all phases of this department.

The Public Utilities Department is a vast, complex organization and any Committee would have to spend several years of intensive investigation before it would be competent to render an exhaustive, intelligent report.

The Committee, however, was well pleased with the operation of the Department as it saw it and believes that the City and County of San Francisco is receiving splendid value for the funds invested in the various operations of the Public Utilities Commission.

Respectfully submitted,

DAN E. LONDON, Chairman,

HAROLD P. SCHULZ,

EDWARD J. DOHERTY.

14. PUBLIC WORKS.

This Committee has personally inspected the many public works under construction; has witnessed the workings of the Maintenance and Operations Bureaus; and has visited the offices of the design and administrative Bureaus of the Department of Public Works.

This department, which covers many phases of public service, is under the direction of a Director of Public Works, Mr. Sherman P. Duckel. It is divided into nine separate bureaus and a general office staff.

The heavy work load of the department continued through 1951 which includes the planning and construction of all types of public improvements. During the year approximately \$14,000,000 of new construction was handled by the Bureau of Engineering. This work included all types of street improvements, sewers and sewer tunnels, traffic signals and channelization, sewage treatment plants, etc. To list all of the projects would require too much space. Mentioned below are some of the larger jobs:

North Point Sewage Treatment Plant, costing \$8,300,000 will be completed this year.

Southeast Sewage Treatment and Sludge Treatment Plants at Islais Creek, costing \$7,500,000, have been completed.

Broadway Tunnel, costing about \$6,000,000 is 48% completed.

Mission Street Viaduct over Alemany Boulevard, costing \$350,000, will be completed this year.

Junipero Serra Viaduct, costing \$450,000, is 40% completed.

Good progress was continued on the removal of abandoned tracks and the reconstruction of the street roadways. Approximately 60% of the \$10,500,000 program is now complete.

Contracts of the construction of the Southeast Collecting Sewers, approximately \$1,000,000, are under way.

The Bureau of Architecture provides complete architect service for other City departments and advertises contracts for private architect service on City work; it also provides field inspection.

The Bureau of Building Inspection checks plans, inspects buildings, electrical installations and boilers on all private construction. The volume of building for the year will be in the neighborhood of \$80,000,000. The controls on critical materials now being enforced will, in all probability, result in a reduction of building in San Francisco next year.

On October 1, 1951, the four Maintenance and Operation Bureaus and the Bureau of Accounts moved into their new quarters at 2323 Army Street. The quarters formerly occupied by those bureaus at 11th and Bryant Streets, were constructed for them in 1906 as temporary quarters. The new quarters place all five bureaus in the one area where better equipment and more efficient supervision will undoubtedly show an improvement in efficiency of operations.

The Department of Public Works is one of the service departments now being surveyed and investigated by the "Little Hoover Committee". The recommendations included in the reports completed do contain some suggestions for the improvement of service of the department. Those items which can be put into operation without any additional cost have been ordered adopted by the Director. The reports generally show that the Department of Public Works is doing a very good job and its Director is both willing and anxious

14. PUBLIC WORKS. (continued).

to adopt any new methods which will improve efficiency or service of the department.

At present the department maintains and operates an asphaltic concrete mixing plant at Treat and Florida Streets. The plant is now 35 years old and is obsolete. It occupies property valued at \$2.50 per sq. ft. and because of its age it is certainly a nuisance in the district. The department owns sufficient land in the Islais Creek area for a new plant site. This land is valued at 60¢ per sq. ft. and is in a heavy industrial area. We believe that the construction of a new plant on this site would in several years pay for itself in the savings effected in the pavement materials it will manufacture.

In accordance with our interim report of May, 1951, we have investigated further the recommendation of the Public Works Committee of the 1950 Grand Jury regarding the establishment of a Citizens' Committee "to survey all projects that involve capital expenditures of the City, regardless of what department of the City government they are for." (Pages 61 and 62 - 1950 Report). We could find nothing to substantiate the formulation of such a committee and believe that the present procedure as now provided can function properly.

REDEVELOPMENT AGENCY: The Redevelopment Agency of the City and County of San Francisco was established by the City to buy land in blighted areas, clear it, and sell or lease it to private builders.

During the year, the agency has had approved two areas for redevelopment - Diamond Heights and Western Addition.

The Diamond Heights area of 325 acres is located South-east of Twin Peaks on three barren hills.

The Western Addition area is roughly bounded by Broderick, Post, Franklin and Eddy Streets and an area of 26 blocks.

It is expected that in the early part of 1952 the Diamond Heights area will be under construction. The Western Addition area will take a longer time as it requires more financing than originally planned and also the moving of many families before clearing can be started.

Mr. James E. Lash, Director, has been always cooperative and helpful in working with our Committee.

There are fourteen definite steps to be followed in each case. Of these fourteen steps, six are the work of the redevelopment agency.

This is cumbersome and in need of simplification. Elimination of about half of these steps would help speed up the work.

Respectfully submitted,

STEPHEN MALATESTA, Chairman,

CORDULUS H. HOFFMEYER,

JAMES CUMMINS.

15. SHERIFF, BOARD OF SUPERVISORS.

Our Committee has given considerable time to observing the functions of the Sheriff's Department and has inspected the County Jails of this City and County.

All four county jails were found to be sanitary and clean and the employes competent and courteous with an apparent full understanding and interest in their duties.

The doctor visits all jails every day. He examines all inmates on admission and treats minor illnesses. The seriously ill are transferred to the City and County Hospital for treatment. A dentist visits the jails three times a week to pull teeth and to take care of minor dentistry and temporary fillings.

The food is prepared under the direction of a skilled Civil Service Chef and the three meals served in all County Jails are wholesome and well balanced. The food for these institutions is purchased by the City and County of San Francisco Purchasing Department.

A jail commissary store is maintained so that the inmates may purchase such items as candy bars, tobacco and Graham crackers, etc., at a reasonable price, and this commissary is under the supervision of a Civil Service employe with the profits from the stores returned to the General Fund of the City and County of San Francisco.

Sheriff Murphy has the county jails under his direct supervision so that a high standard of efficiency will be maintained at all times. The farm at County Jail #2, located near San Bruno in San Mateo County, is being developed to the fullest extent thru the use of otherwise idle manpower of jail inmates. Top soil and fertilizer have been brought in to increase the productivity of the truck garden with the result that crops from this truck are supplying practically all the County Jails with all the vegetables needed throughout the year. In fact, at certain high-yield times of the year, vegetables are delivered to the San Francisco County Hospital and the Laguna Honda Home. Hog raising has also been developed to advantage. This farming project is a beneficial and healthful occupation for prison inmates and, at the present time, of material advantage in helping to reduce the cost of operation to the City and County of San Francisco, thereby effecting a saving to the taxpayers. We are hopeful of seeing a continuation of development of this worthy endeavor.

The Committee is pleased to commend the employees of the Sheriff's Department for the courteous manner in which they perform their duties. Sheriff Daniel C. Murphy is highly commended for the efficient administration of his department.

BOARD OF SUPERVISORS.

The Committee of the Grand Jury appointed to review the affairs of the Board of Supervisors, respectfully presents the following report:

ADMINISTRATION AND DECORUM.

Upon those occasions during which your Committee has had the opportunity to observe the actions and conduct of the Board and its Committees, it has been demonstrated that, generally, the supervisors transact their business in an efficient and expeditious manner and that the decorum of the members has improved notably. Upon those few occasions where infractions have occurred, it was noticed that the gavel of the president was invoked with dispatch to restore orderly process. A new ordinance on legislative procedure and revised rules of order, both recommended by the present rules Committee, have assisted materially in orderly and facile transaction of the Board's business.

Generally speaking the members of the Board are extremely conscientious and devoted to the functions of their office and spend

15. SHERIFF, BOARD OF SUPERVISORS. (continued).

much more of their time in consideration and discussion of the problems which are theirs for decision than is warranted by the very meager salaries which they receive. It is to be hoped that in the future the voters will see fit to approve an increase in the salary authorized for members of the Board.

Your Committee observes that the office facilities, both for members of the Board and for operations within the clerk's office are wholly inadequate.

Such office facilities as are provided for the members of the Board are neither accessible nor desirable. No adequate provision is made for the reception of citizens who desire to confer and discuss with supervisors matters coming before the Board for action. It is to be hoped that some provision may soon be made to provide adequate quarters for the members of the Board as well as its staff.

GENERALLY.

The Board completed study and approval of the annual budget and through intelligent study and long hours of application to the task was able to forestall an increase in next year's tax rate and to provide a fairly substantial reduction in requested items of appropriation.

In July the Board of Supervisors sat, for a period of two weeks, as a county board of equalization during which time they received and passed upon applications for adjustments in property evaluations.

These are but a few of the routine operations of the Board. The Board is confronted with the necessity for conduct of similar required functions throughout the year.

Your Committee finds, although presumably the functions of the Board are limited to those which are strictly legislative in character, that in practice the Board must have a broad knowledge of the administrative functions of the various departments of city government in order, intelligently, to pass upon requests for appropriations and other legislation necessary to effectuate administrative recommendations.

All of these operations the Board executed in a credible manner.

CLERK'S OFFICE GENERALLY.

The operations of the clerk's office appear to have improved over past years. It would seem that there is still opportunity for betterment in the maintenance of documents and records and this objective, your Committee is informed, is presently being sought.

There is room for justifiable criticism of the state of our municipal laws many of which appear to be ambiguous and most of which are difficult, with certainty, of finding. Correction of this situation would prove of benefit to the citizens generally and particularly to the members of the legal profession.

It is to be hoped that arrangements may soon be consummated such as will result in the production of an intelligent and comprehensive statement of the local law.

Respectfully submitted,

JOHN T. REGAN, Chairman,

EDWARD J. DOHERTY,

GEORGE ALVERS.

16. CIVIL SERVICE, CITY PLANNING, WELFARE BOARD, LEGION OF HONOR, AND OTHER COMMISSIONS

Pursuant to recommendation of the 1950 Grand Jury, this Committee has devoted the major part of its time to a review of the activities of the Department of City Planning. The following represents a few of the major accomplishments of this department during the current year.

TRANSPORTATION PLANNING

On January 18, 1951 the City Planning Commission adopted the One-Way Street Plan as a major amendment to the Transportation Section of the Master Plan of San Francisco. In April, the Board of Supervisors enacted most of the plan into ordinance. The adoption of this plan was the result of several years of close work by the Department of City Planning with the Public Works, Public Utilities, and Police Departments.

ZONING

The City Planning Commission has throughout the year given careful study to a new comprehensive zoning ordinance to replace an ordinance enacted in 1921 which is now obsolete and inadequate. The new zoning ordinance will eliminate the great volume of work involved in processing zoning cases and will provide a flexible set of zoning regulations which will give protection and stability to all classes of real property holdings.

LAND USE PLAN

A City-Wide Generalized Land Use Plan has been completed and work has also been completed on detailed land use plans for three communities which are ready for redevelopment, namely Western Addition, Diamond Heights and John McLaren Park.

CAPITAL IMPROVEMENT PROGRAM

In January 1951, in compliance with Section 69.1 of the City Charter, the Department of City Planning submitted its annual report on a six-year Capital Improvements Program. Each member of our jury received a copy of this report.

The report was designed to aid the Mayor, the Board of Supervisors and all city departments by providing factual information which is most useful when making decisions concerning public improvements.

EXPANSION OF THE CIVIC CENTER

Since 1944 many local groups and organizations including the San Francisco Chamber of Commerce have advocated that comprehensive plans be developed for the expansion of our Civic Center. In 1948 a special committee of the Grand Jury recommended that a functional municipal office building and garage be provided within or immediately adjacent to the Civic Center. Your committee believes that funds should be provided and the best talent obtained to study and prepare an overall-long-range plan for the orderly expansion of our Civic Center to provide:

1. Civic courts building.
2. Municipal office building.
3. School administration building.
4. Convention center.
5. Central garage for city-owned cars and trucks.

16. CIVIL SERVICE, CITY PLANNING, WELFARE BOARD, LEGION OF HONOR,
AND OTHER COMMISSIONS (Continued)

6. Extensive alterations to the Civic Auditorium and many other needed improvements.

CONCLUSION:

Your Committee would like to take this opportunity to compliment Mr. Paul Oppermann, Director of Planning and members of his staff for its excellent technical studies and fine cooperation with other departments of city government.

Respectfully submitted,

LEO M. BIANCO, Chairman,

RAY U. BROUILLET,

STEPHEN MALATESTA.

17. TRAFFIC.

Your Traffic Committee met with Captain Jack Ecker to secure additional recommendations that could be added to the final report of this Committee, and also be a guide for the next Grand Jury to consider.

First, we wish to draw to the attention of the Grand Jury the unsatisfactory conditions which now exist in the Traffic Bureau regarding their working conditions. Continued efforts should be made to provide better conditions for this department as it is not conducive to good morale for officers and clerical help to be compelled to work under conditions such as exist in some of the Traffic Bureau offices. A consolidation of everything pertaining to traffic including the Courts and Traffic Fines Bureau should be housed under one roof. This would result in a large saving of money and manpower and would increase the efficiency of the department. Also, on one of our interim reports it was brought to the attention of the Jury some of the inconveniences to the public and Traffic Bureau. These are as follows:

- a. Traffic Courts, in two locations.
- b. Traffic Fines, in two locations.
- c. Warrant Bureau parked in hallway.
- d. Hit-run detail, housed in closet.

The Engineering Department, where studies and drawings are made of signal systems, one-way streets, parking meters and accident analysis, houses ten people and two drafting tables. This room is so crowded there is barely room for the people to walk around. In our first interim report we suggested a site close to the Civic Center, located on Golden Gate Avenue, between Franklin and Gough Streets, known as the John Swett School, which at the time had a few evening classes, that could be transferred to some other building. This building would be very convenient for any business transactions and could also house the Traffic Courts and everything pertaining to traffic. The Public would also find the parking much more convenient than the present location at the Hall of Justice.

In our second interim report we investigated parking violation fines, which in our opinion for the present time, are inadequate. For instance, a motorist maybe fined \$2.00 for over-parking in a metered zone, previously having put in a nickel for an hour. A motorist adjacent to him, parks overtime in an unmetered zone, and he is fined but one dollar. Most of the fines prescribed were put into effect when one dollar was of some consequence. It would seem logical, therefore, since the dollar has depreciated, and since promiscuous parking has become a much greater nuisance in metropolitan areas, that the fines should be increased to conform with the majority of cities in the United States.

The fine for double parking in San Francisco is \$1.00 where in Los Angeles it is \$10.00. Parking in a bus zone is \$2.00 and in Los Angeles the fine is \$5.00 and this is the case in many other cities.

Therefore we recommend and suggest that the minimum fine be \$5.00 for double parking, parking in a bus zone, and for unauthorized vehicles to park in a yellow zone.

This committee is also in favor of the Tow-Away system which the California Legislature recently amended, enabling local authorities to pass ordinances to tow away automobiles from restricted areas, and we believe this is the most advanced argument in favor of the Tow-Away system.

It has been called to our attention that the Municipal Railway wants the tow-away of cars on both sides of Market Street between the hours of 7 and 9 A.M. and 4 and 6 P.M. This idea seems unnecessary as it would work a hardship on the dravage people in the matter of deliveries. In the morning between 7 and 9 A.M. there is very little west bound traffic, and it is also true, the traffic is very light going east between the hours of 4 and 6 P.M. It is our opinion and recommendation, that the Tow-Away should be on one side

17. TRAFFIC. (continued).

only, where the traffic is heaviest; this also applies to other streets such as Sutter and Stockton Streets.

This Committee is of the opinion that a modern and co-ordinated traffic-signal system should be installed throughout the city. This would enable cars to move some four or five blocks at a time more speedily and safely. Now that Sutter Street has been repaved it has become quite an important traffic artery between the downtown area and the Richmond and Sea Cliff areas. This makes it essential that the street be properly equipped with modern standard signals, in order to speed up traffic and make it safer, especially at crossings.

There should be enough refund from the gasoline tax collections along with the fines collected for over-time parking, and tow-aways to provide a sufficient sum for the installation of a modern traffic signal system.

The one-way street program is far behind schedule primarily because of the changing of the Municipal Railway overhead wires, without which the one-way street cannot be effective.

The Utilities Commission is at the present time without funds to install the overhead trolleys. The one-way street program cannot go into effect until the Municipal Railway changes are made.

During our last visit with the Director of Traffic, Captain Jack Ecker, he explained to us the movement of vehicular traffic in the downtown area since Thanksgiving has been slow due to considerable congestion. It seems that a large number of persons have decided to do their Christmas shopping early this year. However, on December 3rd, thirty additional Police officers were assigned to the Traffic Bureau for the Christmas season and will remain there until December 31st. These additional officers have done much to relieve the congestion and facilitate the movement of traffic. Additional man-hours have been added to night traffic control in the downtown area on Monday and Thursday shopping nights.

The accident rate for 1951 in San Francisco has increased considerably over 1950. To date this year there have been 76 fatalities in San Francisco as the result of traffic accidents as compared to 49 for 1950 on similar date.

To date, this year, there have been 5,236 persons injured in traffic accidents as compared to 4,998 for the year 1950 on similar date. To date this year there have been 16,214 traffic accidents in San Francisco as compared to 14,621 on similar date in 1950.

Although there has been a general increase in traffic violations and motor vehicle accidents in the State of California this year, it is our belief that some of the increase in San Francisco can be attributed to the lack of adequate personnel in the Traffic Bureau. It is the feeling of the Committee that if better traffic control is to be accomplished in the downtown area of San Francisco, additional personnel will be necessary in the Traffic Bureau, the installation of a modern synchronized signal system must be speeded up, and off street parking facilities must be provided for the normal wants of the shopping public.

These recommendations must not be construed as a reflection on the Traffic Bureau, as they are extremely short-handed at the present time and are doing a remarkable job under the present conditions, and concur with us on the above recommendations. The Traffic Bureau should be permitted to employ additional Officers to make up the necessary quota which is at the present time 45 men short of last year.

Traffic conditions are getting worse and worse day by day in spite of the conscientious efforts of the Traffic Bureau.

Respectfully submitted,
HAROLD P. SCHULZ, Chairman,
JOHN T. REGAN,
CORDULUS H. HOFFMEYER.

18. PARKS AND RECREATION DEPARTMENT, REAL ESTATE, WEIGHTS AND MEASURES

Having inspected communications, minutes, Recreation Bulletins, and numerous other reports and written data presented to the Committee by the Consultant of the Jury, Mr. Dave Supple, as well as making numerous visits to the many branches of the Park and Recreation Department, we submit this report for the 1951 period of the County Grand Jury.

Our first visit was on March 26, 1951, when we met at McLaren Lodge in Golden Gate Park with Mr. Harvey E. Teller, General Manager, Mr. E. A. McDevitt and Mr. William Simons.

Those present discussed at some length the far reaching effect of the jurisdiction of the Park and Recreation Department; also discussed at this time was the effect, the mechanical difficulties, as well as the results of the consolidation of the Recreation and Park Department only during the last year when these two departments became one. The Committee also viewed plans at this time for the contemplated improvements in our Park and Recreation facilities. The Committee has visited throughout the year many of these new facilities that have been opened to the public during the year 1951.

The Committee inspected the new Administration Building, both during its construction and after its completion, which has brought all of the offices of both Departments under one roof and has resulted in a very efficient operation of the Department.

The consolidation program has not really had an opportunity to function properly in the opinion of the representatives present at our first meeting, but as the year closes, your Committee observes that through the efforts of both Mr. Teller and the newly appointed Manager, Mr. Dave Lewis, this Department has the cooperation and the good will of each and every employee and Commissioner, as well as all persons connected with both Departments.

The merger of the two Departments has extended immeasurably the Department's opportunity to give to the City an efficient and effective program for play and educational pleasure. The Committee observed and feels that even in the short period of time this Department has already eliminated much of the cost and effort of previously duplicated functions caused by the separation of these Departments.

Your Committee was interested in the developments of the actual consolidation of the two departments and observed carefully the feeling within the Department when the Manager, Mr. Teller, retired and Mr. Lewis replaced him in this position.

Your Committee would like to commend Mr. Harvey Teller, General Manager, for his outstanding service to the community during his short term of office.

Also visited during the year were many of the physical properties of the Recreation and Park Department, such as Mission Park, the Yacht Harbor, Palace of Fine Arts, the Zoo, Fleishhacker Pool, and Camp Mather on which latter project we would like to give a detailed report as follows:

On June 24, 1951, your Committee, in conjunction with the Hetch Hetchy Inspection Trip, visited Camp Mather, the Summer Camp operated by the San Francisco Park & Recreation Commission.

In addition to Messrs. DeMartini and Walsh of the Committee, your Chairman was accompanied by Mr. John Cummings, Clerk of the Superior Court and Mr. Norman A. Center, Manager of the Camp. Following religious services, a complete tour of the cabins, eating and recreational facilities was made.

18. PARKS AND RECREATION DEPARTMENT, REAL ESTATE, WEIGHTS AND MEASURES (Continued)

Your Committee visited the newly renovated cabins that were unoccupied, as well as some of the old type which your Committee found were badly in need of repairs. The grounds were carefully inspected for sanitation, health, as well as fire precautions, and your Committee found that there was definitely much room for improvement in these matters. The lavatory facilities are unsatisfactory because of the long distances that must be traveled to and from the cabins of the users of Camp Mather.

Although the Camp has been opened only two weeks and Mr. Center informed us that all of the requisitioned help had not arrived at the Camp, we recommended that the leaves and pine needles should be removed from the trails, as well as from in and about the cabin grounds in order to prevent both fires and accidents caused by falls that might occur to people traveling these trails, by slipping on the pine needles.

Mr. Center informed us that he had received additional fire fighting equipment, such as hoses and extinguishers, but at this time, it had not been properly stored; however, he assured us this condition would be corrected in the very near future.

We visited the cafeteria and found the facilities which are open to the users of Camp Mather, as well as the kitchen, ice boxes and dry storage rooms to be in excellent condition.

We also visited the swimming facilities and recreation area, finding them to be in excellent condition as well. However, we ascertained that the Museum and Nature Study accommodations of the Camp had been closed for the lack of proper personnel to conduct this work.

In closing, your Committee wishes to state that it found from its short visit that Camp Mather offers to the working men and women of San Francisco an opportunity for a vacation within reasonable financial limits. Plans are in progress for the facilities to be extended in order to accommodate more users.

REAL ESTATE DEPARTMENT

Visits were made to the office of the Real Estate Director or the Director of Property. Staff members were interviewed and reports and documents scrutinized.

The Department of Real Estate, we find, is under the direction of the Chief Administrator's office and the Director of Property in charge of the Department is a civil service appointee. At the present, and for some time Director is Mr. Eugene J. Riordan, a very business-like and efficient, as well as personally interested administrator, according to our observations.

A vast amount of responsibility fall on this Department in the purchasing, holding, selling and disposal of real estate properties in and for the City and County of San Francisco. Your Committee learned of the wide and ever increasing activities of this Department, such as the directing, with an assistant and one superintendent, of our Civic Auditorium; the purchasing of property on behalf of the City for free-ways and housing developments. The Department has been actively engaged in buying property outside of the City of San Francisco for the purpose of increasing San Francisco's water supply.

According to the records and from the observations of your Committee, this Department is doing a splendid job with a minimum of personnel, and we have learned that even though this Department has purchased thousands of pieces of property during the time of Mr. Riordan's administration of the Department, there have been few appeals to courts or higher bodies against the decisions of this Department or the equitable offers made to property owners. This is a fine record, considering the many projects that have been the responsibility of this Department, such as the widening of 19th

18. PARKS AND RECREATION DEPARTMENT, REAL ESTATE, WEIGHTS AND MEASURES (Continued)

Avenue (sixteen blocks); Lombard Street (thirteen blocks); Army Street (twelve blocks) and the many, many miles of pipeline in the present right-of-way of our water system in the San Mateo County area.

Mr. Riordan and his staff have a keen interest in our Civic Auditorium and have plans for its improvement so that it may fulfill the purpose for which it was built. It is understood that the School Department will soon vacate this property where it is now housed. Plans are being discussed and must be carried out, and your Committee recommends that funds be allocated this Department for the purpose of painting the Auditorium, maintenance of the present building and improvement of toilets and stairways and electrical equipment. The present wiring is insufficient and funds should be appropriated in order to properly supply the Civic Auditorium with supplementary electrical facilities.

Your Committee can only say that as citizens, we find that only complete satisfaction and an unanimous commendations of the Real Estate Department, Mr. Eugene J. Riordan and his staff can be expressed.

WEIGHTS AND MEASURES

The Committee of the 1951 Grand Jury on Weights and Measures, comprising Clarence J. Walsh, James G. B. DeMartini, and James E. Murphy, as well as Leo M. Bianco, called upon Mr. A. C. Skinner, Jr., Sealer of Weights and Measures and Manager of the Farmer's Market, on Thursday morning, March 28, in his office, Room 6, City Hall.

Mr. Skinner showed us through the Department and displays of the Department, including the master weights and measuring devices which set up the standards for weights and measures in and about the City and County of San Francisco. We visited the storeroom wherein hundreds of weight and measuring devices, such as scales, gasoline pumps, liquid measuring devices, etc., which had been confiscated, were stored. Mr. Skinner explained that many of these scales were outdated, and because of their age, the owner had allowed them to be confiscated because of the excessive cost of repairing them.

The Jury Committee returned to the main office of the Department and held a lengthy discussion of the over-all duties and activities of this Department. The Committee was informed that the Department of Weights and Measures is charged with the enforcement of all state laws dealing with quantity determination. The Department is composed of a Sealer, one Senior Inspector, five Inspectors, and one General Clerk-Typist. The California laws require testing of all commercial scales, pumps, meters, and measuring devices at least once a year. Each Inspector is assigned to a district that becomes his responsibility for the year.

The Department is doing a most efficient job, but the Jury Committee wishes to point out to the entire Grand Jury that there are some inadequacies in this Department, namely: (1) that the Department is being maintained by the same number of employees at the present time that were required when this Department was first organized in approximately 1913; (2) that the Department is unable to completely enforce the testing of petroleum meters used on tank trucks and on large bulk plants because of the lack of equipment. Mr. Skinner pointed out to the Committee that this job could be done by the purchase and installation of two small tanks to be buried in a space somewhere in the city and county of not more than 12 by 15 feet, the tanks to be of 300 and 500 gallon capacity, in order to facilitate the inspection of tank trucks. Also, large milk containers used commercially are not being inspected because of the lack of facilities to do this job. It was pointed out to the Committee that some manufacturing companies had moved to Alameda County because of their inability to get tank trucks which were manufactured here calibrated, inspected, and sealed, which is required before they can be sold on the open market.

18. PARKS AND RECREATION DEPARTMENT, REAL ESTATE, WEIGHTS AND MEASURES (Continued)

As the Committee completes its final report, the Department is now in the process of having a court order issued in order that all scales that are presently being held can be returned to their owners, and if the owner does not claim them within a certain limited time, the Department will have the right to dispose of them as junk, in order to relieve the congested and over-crowded storeroom space.

Your Committee observed that during the month of November one hundred thirty-four (134) shopping investigations were made by the San Francisco Weights and Measures Department assisted by shoppers from the Better Business Bureau. Six merchants were found to be giving short weight and were found guilty and fined by San Francisco Judges.

One other case has not yet come to trial because the merchant concerned requested a trial by jury.

In addition to these cases twelve (12) other merchants were cited to appear before Mr. C. H. Kinsley, Regional Coordinator and Hearing Officer for the California State Department of Agriculture, and were warned.

This Department also operates the San Francisco Farmer's Market at San Bruno and Alemany Boulevard. The Farmer's Market is staffed by a Market Master, a general Clerk-Typist, one full-time Janitor and one Janitor for six months of the year.

During the year your Committee observed and surveyed on a number of occasions the Farmer's Market, during which time an improvement program was under way, and because of the rising costs of construction from the time the money was appropriated for improvements to the time that the contract was actually let, the Manager of the Market was forced to spend his funds to provide sales stalls for the farmers and covered walk-ways for the customers, as well as a large parking area. The Market was closed down during part of this year but in July it was re-opened and part of the building program completed.

As your Committee closes its report, construction is now under way for an adequate Administration office and comfort stations for the staff, the farmers and the general public.

The Farmer's Market showed a continued 18 to 20% increase in business in its monthly reports, and prior to the re-opening, had reached a saturation point because of the lack of parking and sales stall facilities, but with the new improvements, the market is adequate.

In conclusion, the Committee wishes to state that in their opinion, Mr. Skinner's department is doing a fine civic service to the purchasers as well as to business, in the City and County of San Francisco wherein they offer to the citizens protection from intentional or unintentional underweight of their bulk purchases, as well as offering through the Farmers Market fresh, wholesome and economical farm products. Through this Department, thousands of dollars are saved the citizens of San Francisco each year and your Committee recommends that this Department be publicized through the medium of the daily press more thoroughly, in order to acquaint the citizens of San Francisco with the valuable job being done. Your Committee also recommends that due consideration should be given to a larger and more adequate staff almost immediately, and that appropriations be granted which will allow installation of tanks in order to facilitate the inspection of tank trucks.

Respectfully submitted,

JAMES E. MURPHY, Chairman,

JAMES G. B. DE MARTINI,

CLARENCE J. WALSH.



